Semi-Annual Progress Report

October 1, 2016 – March 31, 2017

Title IV-E California Well-Being Project

California Department of Social Services

June 2017

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I. Overview

The California Department of Social Services (CDSS) began operating a flexible funding child welfare demonstration project on July 1, 2007, with Alameda and Los Angeles Counties, and continued under three short-term bridge extensions through September 30, 2014. On September 29, 2014, the Administration for Children and Families (ACF) approved a five-year extension and expansion of the project, now known as the Title IV-E California Well-Being Project (Project). The Project extension period is from October 1, 2014, through September 30, 2019. Under the expansion, the Project is implemented through partnerships with Alameda, Butte, Lake, Los Angeles, Sacramento, San Diego, San Francisco, Santa Clara and Sonoma Counties' child welfare and probation departments. The Project's fiscal methodology consists of a two-cohort track; Alameda and Los Angeles Counties are Cohort 1; the remaining seven counties are Cohort 2. Butte County has elected to opt out of the Project effective July 1, 2017.

This report is a synopsis of Project activities from October 1, 2016, through March 31, 2017.

II. Demonstration Status, Activities and Accomplishments

A. CDSS Activities:

During the period of October 1, 2016, through March 31, 2017, CDSS' cross-division implementation team engaged the 18 participating county child welfare and probation departments in a variety of communication, implementation, technical assistance and evaluation activities. The Children and Family Services Division's Child Protection and Family Support Branch continued providing programmatic support for Project implementation and monitoring. The Administration Division's Fiscal Forecasting and Policy Branch and the Fiscal Systems and Accounting Branch provided fiscal support and monitoring, while the Research Services Branch (RSB) continued to lead statewide evaluation efforts. The CDSS was in attendance during the federal site visit on March 2017. The CDSS continues to participate in Quarterly Individual County Calls, Quarterly Update Calls as well as Safety Organized Practice (SOP) and Wraparound Collaboratives.

1. Program:

The Project's ongoing external communication efforts continued. The CDSS facilitated individual county programmatic calls on a quarterly basis with the nine participating counties. These efforts continued to include participating child welfare and probation department representatives as well as stakeholders. The CDSS

continued to work with the Chief Probation Officers of California (CPOC) through participation in quarterly probation calls with Project probation department representatives. The CDSS sustained the partnership with Casey Family Programs (CFP) and held quarterly county-specific and collective calls to discuss Project implementation activities. The CDSS published the Project newsletter's Winter 2017 issue:

http://www.cdss.ca.gov/inforesources/Foster-Care/Title-IV-E-California-Well-Being-Project/Project-Communications.

The CDSS continued to partner with the Regional Training Academies, the Resource Center for Family-Focused Practice (RCFFP), and CFP to advance collaboration with participating counties, providers and other stakeholders. This partnership continues to support quarterly SOP and Wraparound Collaboratives, focusing on implementation, critical elements, cross-agency communication and collaboration.

The CDSS began to prepare for the third Annual Title IV-E Waiver Meeting, forming a committee comprised of county child welfare and probation representatives, CFP and the RCFFP. Coordination efforts during this reporting period included conference calls and surveys to identify the most relevant discussion topics to support implementation and evaluation efforts. The annual Project meeting will be held November 14 through 15, 2017. Planned discussions include updates regarding federal, state and county initiatives and their intersections with Project implementation. Facilitated panels regarding county fiscal strategies, SOP/Core Practice Model (CPM) and Wraparound implementation successes, challenges and next steps, along with fidelity assessment strategies will also be included. Participating counties and stakeholders also requested updates regarding Project evaluation activities, trends and incorporating visuals to communicate findings.

Internal communication efforts continued to include cross-division Project Team Meetings and county specific implementation updates. The Project Team discussions included consultants from the Children and Adult Programs Estimates Bureau, Financial Services Bureau, Fiscal Policy Bureau (FPB), Foster Care Audits and Rates Bureau, Office of Child Abuse Prevention, Outcomes and Accountability Bureau, Performance Monitoring and Research Bureau, Child Welfare Data Analysis Bureau and the Resources Development and Training Support Bureau (RDTSB). Representatives from CDSS' cross-division implementation team, including Program, Research and Fiscal, and representatives from the National Council on Crime and Delinquency (NCCD) and

Westat will attend the Annual Waiver Demonstration meeting on June 29 through 30, 2017. The CDSS team will be co-facilitating a Breakout Session at the Annual Waiver Demonstration meeting with Sacramento County child welfare and probation representatives, entitled "Trauma-Informed Family-Focused Practice and Family Engagement: Experiences from the Sacramento County Child Welfare and Probation Departments' involvement in the Title IV-E California Well-Being Project".

2. Fiscal:

The CDSS continues to provide ongoing fiscal technical assistance to Project counties through a variety of avenues. One such avenue is CDSS' onsite fiscal monitoring reviews of Project counties. The FPB conducted four county onsite fiscal monitoring reviews for Child Welfare and Probation during this reporting period. Technical assistance and direction were given onsite with findings, quality improvement suggestions, including having specific back-up documentation with the claim and best practices, including time stamped detailed processes and procedures detailed in each county's post-review letter.

Another avenue of ongoing fiscal technical assistance is regularly scheduled quarterly fiscal conference calls. For this reporting period, quarterly fiscal conference calls were held on November 8, 2016, and February 14, 2017. The topics covered during the calls included common observations and best practices observed while conducting the onsite fiscal monitoring reviews. Updates to the Quarterly Fiscal Supplemental Form (QFSF) and an update from the Evaluation Team as well as, fielding county-specific questions from participants.

In addition to the technical assistance provided to the counties, CDSS provided technical assistance to the Evaluation Team specifically focused on the availability of fiscal data.

Lastly, several written communications and fiscal reports were disseminated during this reporting period. The Fiscal Year (FY) 2016-17 planning allocation was released on February 9, 2017. The CDSS continued to work with the ACF to renegotiate the fiscal terms and conditions as a result of new Title IV-E eligible mandated activities resulting after the establishment of the federal capped allocation.

The September 2016 Quarter CB-496 report was submitted to ACF on November 30, 2016, and the December 2016 Quarter CB-496 report was submitted to ACF on March 1, 2017.

3. Evaluation:

In the ninth and tenth quarters of the Project, the CDSS RSB and the Evaluation Team (NCCD and Westat) have made strides in increasing data access, improving the study design and processes, and beginning to review initial findings in preparation for the Interim Report due in May 2017. The Evaluation Team continues to maintain a collaborative, developmental evaluation process with the Evaluation Steering Committee (ESC), which includes representatives from all 18 county agencies and guidance from both ACF and CDSS.

Activities:

The Evaluation Team has secured data-sharing agreements from 16 of the 18 agencies. Agreements from San Diego, CA and Alameda, CA probation departments are still pending due to leadership approval and possible union concerns, respectively. Ongoing discussions will continue until an agreement is reached. The CDSS, the Evaluation Team, and the ESC continued discussions regarding a Project-specific dashboard in SafeMeasures to provide feedback to agencies on outcome and fidelity measures within their county. The CDSS will continue to work with the Children's Research Center, where the site is housed, to improve the dashboard and tailor it to the Project counties' needs.

Data Collection:

The beginning of this reporting period marked the end of the 2016 county site visits with the Evaluation Team. These visits included focus groups and key informant interviews with county program staff to gain a baseline for fidelity, practice drivers, and contextual factors related to the Project implementation. In addition, the Evaluation Team met with fiscal staff to obtain data dictionaries, understand the historical context of Project fiscal data, and to discuss potential data sources to supplement fiscal data analyses. The Evaluation Team began transcribing and organizing qualitative data obtained from these interviews. As a compliment to these data collection efforts, a staff web survey and a parent engagement survey were administered within all counties to county staff and

client families, respectively. Response rates varied by county and agency. Efforts to increase response rates across the board will begin in Spring 2017.

The Evaluation Team receives continuous extracts from the Child Welfare Services/Case Management System (CWS/CMS), California's Statewide Automated Child Welfare Information System, and has begun cleaning and processing the data to complete initial descriptive trend analyses of the project outcomes. Preliminary analyses using the baseline period are outlined in greater detail in the Interim Evaluation Report.

The CDSS also began sharing internal fiscal data and reports with the Evaluation Team, including the Project-specific Ledgers, California (CA) 237 Foster Care reports and QFSFs. Ongoing discussions have assisted with identifying additional potential funding sources to analyze in the cost study, such as Title IV-B and Temporary Assistance for Needy Families. These discussions will continue to assist the Evaluation Team in identifying the data needed to complete the study. Thus far, the Evaluation Team plans to utilize the CA 800 assistance claims, the County Expense Claims, Project-specific Ledgers, CA 237 Foster Care reports and the Project-specific QFSF data. The CDSS research and fiscal staff will continue to identify alternate sources of pre-implementation data and provide ongoing technical assistance to the Evaluation Team to ensure the Evaluation Team understands and builds familiarity with CDSS fiscal data sources.

The CDSS and the Evaluation Team are continuing to work on finalizing proxy measures to assess the well-being of children and families as an outcome of the Project. Data access and quality challenges have impeded the Evaluation Team's progress, specifically for the Child and Adolescent Needs and Strengths (CANS) assessment and the Structured Decision Making (SDM) tools: Family Strengths and Needs Assessment (FSNA) and Child Strengths and Needs Assessment (CSNA). The Evaluation Team initially proposed using the FSNA assessment data to examine child and family well-being as a case-level outcome. In November 2016, the ESC members noted that completion rates for the FSNA and CSNA are lower than 50 percent in many counties. Without 50 percent completion rates, the Evaluation Team would be unable to conduct a missing-data analysis and would subsequently be limited in the ability to generalize any findings to the statewide level. Additionally, some individuals expressed worries about the accuracy of the information recorded in the SDM system. The ESC

ultimately decided that although the SDM assessments are flawed, they are the best existing well-being measures the Project has currently. Discussions on how to increase county response rates will continue, with technical assistance from i.e. communications. Currently, the Evaluation Team is unable to access CANS data from San Francisco, Alameda, Santa Clara, and Sonoma Counties due to the data being housed in the counties' Mental Health divisions and a lack of data sharing provisions in place. To access case-level data, parents/guardians would need to consent on each assessment. The Evaluation Team is working with these counties on possible approaches to accessing the data, such as amending consent forms to include the Project Evaluation or the Mental Health division staff completing the data match and de-identifying the dataset for the Evaluation Team.

Sub-studies:

After reviewing the readiness outcome sub-study criteria profiles submitted by the counties, the Evaluation Team presented their suggestions for the most feasible sub-studies. The CDSS and the Evaluation Team decided to move forward with Sacramento's family finding intervention and San Francisco's structured visitation assignment intervention. The CDSS then submitted a memo to the Children's Bureau in Fall 2016 summarizing the selection criteria and descriptions of each site's study design, and later addendums with more information on the study design and methods, times and logic models. As the planning progressed, CDSS supported the Evaluation Team as they conducted monthly calls with Sacramento Child Protective Services (CPS) and San Francisco Family and Children Services staff.

Simultaneously, ongoing conversations have occurred with Alameda's Children and Families Department and Los Angeles' Department of Children and Family Services (LADCFS) as possible participants in the cost sub-study. Both agencies are still exploring the feasibility of a cost sub-study that adds to and makes use of existing and additional time-study codes. The LADCFS has experienced leadership changes during this reporting period and the Evaluation Team will follow up to confirm their participation. None of the nine counties voiced interest in a cost sub-study that required workers to record additional information due to workload and union challenges.

B.   County Profiles

    1.   Alameda County

        Interagency Collaboration

        The Alameda County Waiver Executive Team is a partnership
        between the DCFS and Alameda County Probation Department
        (ACPD). Representatives include the Chief of Probation, the
        Assistant Agency Director and the Deputy Chief of Juvenile Field
        Services, Department of Children and Family Services (DCFS) and
        Probation Division Directors, Social Services Agency (SSA) and
        Probation Finance, DCFS and Probation Management Analysts,
        the SSA Policy Office, Alameda County Behavioral Health Care
        Services (BHCS), and Casey Family Programs (CFP). The Waiver
        Executive Team was established in 2007 when Alameda County
        first became a Project county. The Waiver Executive Team meets
        bi-monthly to provide program and fiscal updates pertaining to the
        Project.

        Project Interventions:

        Alameda County Department of Children and Family Services

        SOP

        The Alameda DCFS projected to serve 500 children during this
        reporting period. The agency provided services to approximately
        477 children who were the subject of an Emergency Response
        (ER) referral and received an investigation that incorporated SOP
        Harm and Risk statements. The number of children served was
        based on the average number of children per family. It is estimated
        that Harm and Risk statements were developed for 306 referrals
        investigated during this reporting period. Alameda DCFS reports
        the 477 children served includes the number of Hotline calls
        screened using SOP strategies, including Solution Focused Inquiry,
        the Three Questions and the development of provisional Harm and
        Risk statements. It is important to note Alameda DCFS staff began
        to use Solution Focused Inquiry and the Three Questions in their
        work with families, which was implemented in late Fall 2016. Roll
        out of individual SOP strategies was limited to Intake and ~~the~~
        Emergency Response Unit during this reporting period.

        Alameda DCFS reached temporary issue resolutions agreements
        with the labor union for Intake, ER, Dependency Investigations,

Family Maintenance (FM) and Informal FM. These agreements will allow DCFS to begin implementing the changes agreed upon with the labor union for the specified program areas. Alameda DCFS and the labor union report progress has been made during ongoing negotiation conversations regarding Family Reunification (FR), Permanent Youth Connections, Adoptions, Guardianship and Placement.

The SOP module trainings for Child Welfare workers are underway in Alameda County. During this reporting period, 176 staff completed Module 2 training on creating harm and risk statements. Alameda DCFS has scheduled module sessions through June 2017, and has held 45 sessions for five of the six SOP modules thus far. Child Welfare workers began to practice the use of the Three Questions and Solution Focused Inquiry upon completion of SOP Module 1. A pilot for creating and using Harm and Risk statements began during the reporting period, beginning with Intake and ER. Dependency Investigations and FM are the next planned pilot phase for Harm and Risk, beginning in the next reporting period. In intake, Child Welfare workers were asked to develop provisional Harm and Risk statements for at least one call per week using a new Screener Narrative template. Alameda DCFS estimates that 150 Screener Narratives included provisional Harm and Risk statements using the new Screener Narrative template. In the ER Unit, county staff were asked to develop Harm and Risk statements for at least one referral investigation per week to enable workers to have time to further develop skills and confidence with the practice. Alameda DCFS projects 842 children who are the subject of ER referrals will be provided investigation services that incorporate SOP strategies in the next reporting period.

Alameda County's implementation of SOP includes the utilization of internal and external coaching services from the Bay Area Academy (BAA). Coaching was made available to Child Welfare supervisors and staff to support the implementation of SOP in the agency. Alameda DCFS SOP Implementation Team continues to work to develop proposals and support the implementation of SOP. Several task teams, focusing on marketing, strategy and evaluation continued to meet during the reporting period. The SOP Evaluation Task Team anticipated making a recommendation on a case review tool, which is still under review by the team. The SOP Marketing Team has developed and sent out emails outlining SOP practice components, such as types of Solution Focused Questions, and highlighting SOP Champions throughout the department, and has written articles for inclusion in the county's SSA newsletter.

In addition to the review task teams, the Joint SOP-Child and Family Team (CFT), Case Plan Task Team, and Voice of the Child Task Teams convened during this reporting period. Task teams are instrumental in developing recommendations for the implementation of SOP service components, as well as supporting the implementation of SOP, department-wide.

Alameda DCFS collaborated during a SOP luncheon in partnership with CFP which was held in February 2017. The CFP staff shared their experiences and successes with SOP with Child Welfare workers from Dependency Investigations, Permanent Youth Connections and FR.

Positive Parent Program (Triple P)

Triple P is targeted for parents with children ages zero to 17, inclusive, in out-of-home and in-home placements. Alameda DCFS projected to serve 136 parents annually. During this reporting period, Alameda DCFS received 170 referrals to Triple P and 32 parents successfully graduated from the program. The Triple P program experienced a high rate of closed referral cases for 72 families due to lack of contact information, incarceration, parents declining services and receiving parenting education elsewhere. Alameda DCFS anticipates the graduation of 68 parents in the next reporting period.

The Triple P curriculum completed seven full cycles with four currently in session. Alameda DCFS is exploring communication strategies with the steering committee to increase numbers in the referral process to the Triple P program with options to share success stories with staff via an agency newsletter, email and unit meetings. Alameda DCFS has organized unit meetings with Triple P staff to share the program as well as introduce community based organizational staff to agency workers. The steering committee continues to meet and discuss progress and challenges, including strategies to better engage parents. An internal evaluator has been assigned to the Triple P program; however, there is not currently enough data to evaluate the impact of Triple P on reunification or FM cases. Alameda DCFS plans to circulate informational notices to staff via email about parent education classes along with the distribution of program informational flyers during Team Decision Making (TDM) meetings and parent orientation meetings.

Additional recruitment for Spanish speaking families will be conducted among staff, concentrating on the members working with Spanish speaking families.

Commercially and Sexually Exploited Children (CSEC)

Alameda County DCFS contracts with Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth Inc. (MISSSEY) to provide CSEC advocacy and case management, providing both direct service delivery to identified CSEC and consultancy to DCFS on development of staff training strategies and participation in service planning for CSEC and youth who are vulnerable to trafficking. Alameda DCFS anticipated serving 38 youth ages 13 to 18, inclusive, during this reporting period. The number of youth served was tracked by activity with eight referred to services, 41 served through prevention sessions, 32 served through intervention sessions, 39 served through case management and 17 attending TDMs as well as two attending Transitional Living Conferences (TLCs). As of the end of March 2016, the DCFS had 130 open cases identified as either "at-risk" or identified as CSEC. A total of 40 youth are projected to be served for the next reporting period.

Alameda DCFS experienced challenges with the lack of available placement options for CSEC youth. This coincides with the Continuum of Care Reform (CCR) state mandate that, while offering opportunity for positive change, will require time to fully implement. Alameda DCFS intends to continue investing efforts to increase the ranks of foster families in the Resource Family Approval (RFA) process in order to support and work with CSEC and other "high need" teenagers. It is also recognized that additional training and support will be necessary to better prepare community providers for this population of youth. While Alameda DCFS is in compliance with state and federal mandates, full implementation of the CSEC protocol itself has not been reached as of this time as agreement with the county labor union has not concluded. Alameda DCFS continues to be in active negotiations with the labor union as it relates to all current initiatives.

Alameda DCFS has continued to implement the Commercial Sexual Exploitation Identification Tool (CSE-It) and is currently

conducting monthly cross-checks between tool results and monthly CSEC reporting by Child Welfare staff to improve identification of youth who have experienced victimization through Commercially Sexual Exploitation or who are at-risk of victimization. While this practice is still new and is undergoing refinement, the agency has seen an increased communication between the CSEC Coordinator, Program Mangers, supervisors and staff about youth potentially at high risk of Commercially Sexual Exploitation and youth where Commercially Sexual Exploitation is strongly suspected. Alameda DCFS continues to track all individual open referrals and open cases along with entering all applicable CSEC codes within the CWS/CMS, as per state mandate.

Alameda DCFS hosted a two-day Word on the Street (WOTS) CSEC Prevention training for trainers consisting of a mixture of 25 individuals representing 11 service agencies and partners working with foster, juvenile justice and other populations of at-risk youth. The WOTS training was presented by Nola Brantley Speaks and held on December 12 and 13, 2016. Alameda DCFS is continuing to hold the trainings after receiving strong responses from attendees, highlighting both the need and interest in CSEC prevention training. The second training of trainers is scheduled for May 4 and 5, 2017. The WOTS trainings are also held for youth, girls ages 13 through 18, inclusive. The WOTS youth training will be held on April 14, 2017. Alameda DCFS expects to have more information on the trainings for the upcoming reporting period.

The Project funds continue to support CSEC advocacy services at the Alameda County Assessment Center, as well as CSEC case management in the community (both via contract with MISSSEY Inc.). The CSEC advocacy services include CSEC prevention and intervention education, follow-ups post placement, and other supportive services. Informational sessions and trainings are also delivered to providers and other community members. Alameda DCFS has seen small increases in Hotline calls as well as youth being brought to the Assessment Center. The change in pace of referrals for the Alameda DCFS may be attributed to recent changes in state law, redirecting CSEC to Child Welfare, exposing youth to services earlier in the system.

Alameda DCFS completed the successful implementation of a Foster Parent/Caregiver Survey which was developed by Alameda DCFS Interagency CSEC Steering Placement and Capacity Workgroup. The purpose of the survey was to collect information about caregiver experiences relating to serving teenagers and CSEC. A hard copy of the Parent-Caregiver Survey was sent to 500 caregivers; 100 surveys were returned and are currently being analyzed.

Project Interventions: Alameda County Probation Department

Wraparound:

The ACPD served 79 youth through Wraparound, exceeding its expectations of a projected 72 youth during this reporting period. The projected number of youth to be served next reporting period is 72; at any given time 72 slots are available through the Wraparound program, Project Permanence.

The ACPD intentionally utilizes the Wraparound model as an alternative to out-of-home placement and as a model for aftercare, when appropriate. Leadership from ACPD, BHCS and Lincoln Center (the Wraparound provider) have identified indicators and a methodology for quality assurance (QA) to monitor program fidelity and outcomes:

1. 70 percent of youth shall have no new sustained arrests during the time of treatment to be reviewed at discharge and six months' post-discharge; and
2. 70 percent of youth will be living at home or a home-like setting in the community and not in congregate care at discharge.

To date, out of 168 youth who received Wraparound services between July 2012 and April 2016, 152 (90 percent) have had no new sustained offenses within six months of their release date from the program. Placement of youth six months' post-program is also recorded to ensure youth who are at-risk of imminent removal from their home are still at home following Wraparound services. Out of 168 youth who completed the program, 142 (76 percent) were still at home or a home-like setting six months after completing the program.

Youth receiving Wraparound services are assessed using the CANS assessment tool for trauma. The Lincoln Center was able to analyze 33 cases from intake to discharge, demonstrating

utilization of trauma-informed services along with assessment and mental health treatment planning for the youth. Overall, 48 percent of the youth had less focused items of need identified at discharge; 27 percent had the same amount of focused areas identified at intake and discharge; and 24 percent of the youth had more focused areas of need identified at discharge.

Changes in identified needs at intake were compared to needs at discharge using the five domains of the CANS:

1. Behavioral/Emotional;
2. Child Strength;
3. Juvenile Justice;
4. School; and
5. Life Functioning.

During July 2012 through April 2016 the following number of clients with these needs were tracked in the aforementioned domains.

Behavioral/Emotional Needs domain:

- Anger control - From 12 to seven; down 42 percent.
- Anxiety - From nine to four; down 56 percent.
- Depression - From 12 to six; down 50 percent.
- Substance use - From four to four; no change.

Child Strength domain:

- Community life - From 22 to 18; down 18 percent.
- Interpersonal - From 14 to 14; no change.
- Relationship permanence - From nine to 10; up 11 percent.
- Resilience - From five to six; up 20 percent.

Juvenile Justice domain:

- Arrests - From eight to eight; no change.
- Legal Compliance - From seven to ten; up 43 percent.

School domain:

- School Achievement - From ten to nine; down ten percent.

- School Attendance - From 11 to ten; down nine percent.
- School Discipline - From four to four; no change.

Life Functioning domain:

- Living situation - From six to nine; up 50 percent.

Overall, 49 percent (16/33) of youth participating in Wraparound services had less focused areas of need identified at discharge, 27 percent of clients (9/33) had the same amount of focus areas of need identified at intake and discharge and the remaining 24 percent of clients (8/33) had more focused areas of need identified at discharge.

Lincoln Center has been working with families to get waivers signed so ACPD can access individual level CANS data and share with the Evaluation Team. A waiver was developed in January 2017 with current efforts to involve families in the signing off process. The ACPD and Lincoln Center hoped to provide data to the Evaluation Team by the April 15, 2017 deadline; however, data sharing efforts will be pushed for the next reporting quarter. The recruitment of a new Director of Quality with the Alameda County Wraparound services vendor has enabled the provider to support the ACPD with more robust data from the CANS tool.

Collaborative Court

Forty youth were projected to be served during this reporting period. The Intensive Case Management (ICM) provider, Seneca, was able to serve 45 youth and their families between October 2016 and March 2017.

The ACPD utilizes Collaborative Court as an alternative to out-of-home placement and as a model for aftercare, when appropriate. Leadership from ACPD, BHCS and Seneca have identified indicators and a methodology for Quality Assurance (QA) to monitor program fidelity and outcomes:

1. 70 percent of youth shall have no new sustained arrests during the time of treatment to be reviewed at discharge and six months' post-discharge; and

2. 70 percent of youth will be living at home or a home-like setting in the community and not in congregate care at discharge.

A total of 163 youth received Collaborative Court services between

August 2010 and November 2015. The ACPD reports out of the 163 youth served through Collaborative Court services, 142 youth have had no new sustained offenses within six months of their release date from the program. Placement of youth six months' post program is also recorded to ensure youth who are at risk of imminent removal from their home are still at home following Wraparound. It is important to note out of the163 youth who completed the program, 100 were still at home or in a home-like setting six months after completing the program.

All youth served by Seneca receive the CANS assessment as required by the Alameda County Behavioral Health contract. There were 26 youth discharged during the reporting period from Seneca services with total data sets valid for analysis using CANS. Changes in identified needs at intake were compared to needs at discharge using five domains of the CANS.

Under the Behavioral/Emotional Needs domain, the following percent of clients with these needs items were tracked:

- Anger control - 15.4 percent of clients improved from initial to discharge, 69.2 percent of clients had no change in item score and 15.4 percent of clients worsened from initial to discharge.
- Anxiety - 23.1 percent of clients improved from initial to discharge, 53.8 percent of clients had no change in item score and 23.1 percent of clients worsened from initial to discharge.
- Depression - 11.5 percent of clients improved from initial to discharge, 69.2 percent of clients had no change in item score and 19.2 percent of clients worsened from initial to discharge.
- Substance Use - 23.1 percent of clients improved from initial to discharge, 57.7 percent of clients had no change in item score and 19.2 percent of clients worsened from initial to discharge.

Under the Child Strength domain:

- Community life - 26.9 percent of clients improved from initial to discharge, 69.2 percent of clients had no change in item score and 3.8 percent of clients worsened from initial to discharge.
- Interpersonal - 15.4 percent of clients improved from initial to discharge, 73.1 percent of clients had no change in item

score and 11.5 percent of clients worsened from initial to discharge.

- Relationship permanence - 19.2 percent of clients improved from initial to discharge, 69.2 percent of clients had no change in item score and 11.5 percent of clients worsened from initial to discharge.
- Resilience - 25.0 percent of clients improved from initial to discharge, 65.0 percent of clients had no change in item score and 10.0 percent of clients worsened from initial to discharge.
- Educational - 30.8 percent of clients improved from initial to discharge, 57.7 percent of clients had no change in item score and 11.5 percent of clients worsened from initial to discharge.

Under the Juvenile Justice domain:

- Criminal Behavior - 23.1 percent of clients improved from initial to discharge, 69.2 percent of clients had no change in item score and 7.7 percent of clients worsened from initial to discharge.

Under the Life Functioning domain:

- Living situation - 30.8 percent of clients improved from initial to discharge, 46.2 percent of clients had no change in item score and 23.1 percent of clients worsened from initial to discharge.
- Legal - 38.5 percent of clients improved from initial to discharge, 46.2 percent of clients had no change in item score and 15.4 percent of clients worsened from initial to discharge.

Multi-Disciplinary Family Therapy (MDFT)

The MDFT program began accepting referrals in August 2016 and has been able to serve 22 youth during this reporting period. The program is projected to serve approximately 22 youth at any given time and 50 total youth per State Fiscal Year. There have not been any reports of youth discharging from the MDFT program due to its recent implementation.

As of March 30, 2017, the Multi-Disciplinary Family Therapy (MDFT) program had hired three full-time clinicians (one bilingual),

one bilingual family advocate, and one program manager. The implementation of MDFT has gone smoothly and three units within ACPD have direct referral access to the program. The MDFT staff recently presented the new program to all Deputy Probation Officers (DPOs) with direct referral access on October 11, 2016. In addition, ACPD created an intervention grid which differentiates between their three Project interventions. The grid gives specific details on the types of services provided, referral criteria and length of treatment. The intervention grid can be used by Probation Officers and there is also a BHCS clinician available to give advice on the three interventions.

Systemic Issues:

Alameda DCFS hired two new Continuous Quality Improvement (CQI) case reviewers in January 2017 and is in the process of getting new staff certified to begin the reviewing cases. The ACPD currently has one Management Analyst who is a certified CQI case reviewer. The ACPD will be hiring one new Management Analyst in the coming months and will be sending them through the certification process. The ACPD anticipates completion of the recruitment process of new probation CQI case reviewers by Fall 2017.

Evaluation

In this reporting period, an Alameda DCFS representative has participated in all ESC calls as well as individual quarterly calls with the Evaluation Team. Alameda DCFS worked closely with the Evaluation Team on developing the county's alternate methodology for distributing the parent/guardian feedback survey that was conducted during this reporting period. DCFS worked with the Evaluation Team and opted to mail the parent/guardian feedback surveys, rather than have workers hand deliver the parent/guardian surveys. Currently, Alameda DCFS is in continued discussions with the Evaluation Team about the county's participation in a possible cost sub-study for the Project.

Local evaluation efforts within Alameda DCFS included survey of Child Welfare workers prior to the start of the two-day SOP overview to obtain baseline data about worker knowledge, skills and attitudes. Analysis of the survey data will occur in the next reporting period.

A schedule for ongoing survey administration for the baseline surveys already conducted (Child Welfare Supervisor, Child Welfare Worker, Parent, and Youth) was finalized. Due to overlap with the statewide evaluation survey of Parents/Guardians, local efforts will not include a follow up to the Parent Feedback survey, which was last conducted in Spring 2016. A proposal for the use of the Supervisor Checklist that was submitted to the SOP Implementation Team and approved by the Department Executive Team, will be implemented in the next reporting period.

Alameda County Board of Supervisors (BOS) approved a data sharing agreement between ACPD and the Evaluation Team on October 11, 2016. The ACPD had a conference call with county intervention providers and NCCD on November 2, 2016, to discuss the monthly dissemination of CANS assessment data the Evaluation Team will be using for the Project. In January 2017, ACPD provided the Evaluation Team with seven years of referral, disposition, and detention data for all probation youth. In addition, the Evaluation Team was provided program enrollee data for each intervention so that recidivism and well-being data can be matched up. The ACPD anticipates providing CANS data at the individual level to the Evaluation Team by the Fall 2017 deadline.

The ACPD is continuing to struggle with providing the Evaluation Team with individual level CANS data. Health Insurance Portability and Accountability Act (HIPAA) laws require clients to sign legal waivers in order to access this information. Alameda County community providers are in the process of collecting signatures from existing clients for data sharing permission. Changes in services will expedite the consent process, allowing all new clients coming in to sign the waiver at intake. Once ACPD obtains the final list of clients who have signed off on the waiver, the Evaluation Team will work with Alameda County to access the data through Alameda County BHCS. Both ACPD and the Evaluation Team expect to have the first data set in place for the fall 2017 deadline.

The ACPD is preparing for a new case management system that will support the department and focus on robust data collection and better defined outcomes. Currently, ACPD has one Management Analyst that monitors and reports on Project activities related to data and reporting. The Management Analyst is also responsible for a number of other duties and spends about 35 percent of her time on reporting Project activities.

The agency currently has databases/data management systems in place, including the Probation Record Information System Management System — an intranet-based data tracking system launched in May 2007.

2.   Butte County
       Interagency Collaboration

Butte County Department of Employment and Social Services' Children's Services Division (CSD) reported three new staffing changes. Shelby Boston is the Director, Karen Ely is the Assistant Director and Angela Meli is the Administrative Analyst Supervisor of the child welfare team.

Butte County CDS and the Butte County Probation Department (BCPD) continue a collaborative partnership by meeting as needed to discuss programmatic, fiscal and/or evaluation activities related to the Project. To date, there have been no significant challenges with this partnership.

Project Interventions: Butte County Children's Services

SOP

The Butte County CSD projected to serve 330 children and their families and reported there were 319 children and families served during this reporting period. Butte County CSD estimates the number of families to be served is similar to the actual number served during this current reporting period. Butte CSD projects to serve 319 children and families in the next reporting period.

Butte County CSD's leadership decided to focus on training and coaching staff on two areas of SOP: Group Supervision and Child's Voice. The use of contracted SOP coaching services by unit supervisors has increased as supervisors and staff have completed the Group Supervision and Three Houses/Safety House trainings. During this reporting period, four units have utilized coaching

services one or more times at weekly unit meetings. The integration of coaches in agency meetings consisted of the regular attendance of SOP coaches, at the unit supervisor's discretion. Butte County CSD also reported the facilitation of mandatory SOP trainings for all social workers. The mandatory trainings included Group Supervision using the Consultation and Information Sharing Framework and Three Houses/Safety House.

During the previous reporting period, Butte County CSD credited the increase of CFT meetings to the addition of a CFT facilitator and increase in referrals for CFT meetings. Families with referrals for CFT meetings have been consistent for families receiving voluntary services and families that have open referrals which may or may not have been promoted to a case. Butte County CSD reported the County Policy and Procedure for CFT Meetings was updated to reflect the CCR mandates.

Butte County CSD measures the practice of SOP through the internal SOP case review tool. The utilization of the SOP case review tool is consistently being used on all cases selected for the Children and Family Services Review.

Butte County CSD is monitoring fidelity among their agency staff for:

1. Engagement;
2. Assessment of needs and strengths;
3. Teaming;
4. Identification of needs and strengths;
5. Identification of support networks;
6. Case plan goals; and
7. Transition planning.

Staff is monitored on an ongoing basis with the exception of Child Welfare Services (CWS) Case Reviews which occur on a quarterly basis.

Methods employed to assess fidelity among agency staff include:

1. Case reviews;
2. Analysis of data from CWS/CMS;
3. SafeMeasures;
4. UC Berkeley data; and
5. Surveys and Interviews.

Butte County CSD implemented the means to assess fidelity among service providers to include monthly reports from agencies facilitating CFT meetings and quarterly reports from contractors providing SOP Coaching.

The Child Welfare Services Case Review's completed have built in fidelity measurements for:

1. Engagement;
2. Assessment of needs and strengths;
3. Teaming, and
4. Case plan goals.

As part of the CQI process, SOP strategies are identified in the County's System Improvement Plan. Butte County CSD will be responsible for any CWS Case Reviews selected for review that are identified as Probation cases.

Kinship Support Services Program (KSSP)

The KSSP serves children ages zero to 17, inclusive, and their caregivers in Butte County. During this reporting period, 37 relative caregiver families were referred to the KSSP, compared to 27 in the last reporting period. Twenty-seven relative caregiver families were referred to the KSSP program during the last reporting period (this is referral only, does not necessarily mean they received Case Management services). The program estimated to serve 38 children and their caregivers during this reporting period and projects to serve 39 children and their caregivers in the next reporting period, April 1, 2017 through September 30, 2017.

Lilliput, the KSSP service provider, provided case management services to 37 families during the reporting period, compared to 23 during the last reporting period. Changes in outreach and promotion of the program among staff has contributed to the increased number of families participating in KSSP. The Support Group received an average of nine caregivers per month, increasing from the reported participation rate of three during the last reporting period.
Twenty-seven relative caregiver families were referred to the KSSP program during the last reporting period (this is referral only, does not necessarily mean they received Case Management services).

The KSSP still experiences some program staffing issues. Due to continued staffing shortages, Butte County has not yet been able to

dedicate one full time social worker to the KSSP at this time. Social worker staff shortages is a state wide problem due to lower compensation levels for public service jobs and the stressful nature of the position, which leads to high turnover rates. In addition, Butte County has recently experienced a lack of qualified applicants during the recruitment and interview process for the social worker position.

Voluntary Wraparound Services

Butte County CSD served six children and their families with Voluntary Wraparound Services during this reporting period. The projected number of families served during this reporting period was ten. Due to expenditure cuts, Voluntary Wraparound Services are being phased-out as non-dependent, non-ward children exit the Voluntary Wraparound program. No additional youth will receive Voluntary Wraparound services after the current participants have received the maximum six months of services. Butte County CSD estimates to serve one child and their family in the next reporting period.

A total of five children and their families successfully completed Voluntary Wraparound services during the reporting period.

Project Interventions: Butte County Probation Department

Wraparound:

During this reporting period, BCPD reported 12 families received Wraparound services, meeting the projected number served. The BCPD estimates six to eight families will be served in the next reporting period. Around December 2016, six families transitioned out successfully from Wraparound services. There was a reported entrance of six new families in Wraparound during the months of December 2016 and January 2017.

New services implemented through BCPD's Wraparound services included the integration of programs for female participants and their families. The BCPD implemented a Mat Pilates class for female participants and their mothers/female caregivers. . The BCPD also reported the addition of interpreter services for the Strengthening Families Program.

All components of Wraparound are monitored for fidelity among agency staff on a weekly basis. The BCPD continues to utilize

direct observation methods to assess fidelity among service providers.

Systemic Issues:

Butte County did not report any systemic issues during the current reporting period.

Evaluation:

The data sharing agreement between the Evaluation Team and Butte County was fully executed on September 13, 2016. Butte County worked with the Evaluation Team in completing its first staff and stakeholder web survey in September 2016. Butte County also completed its first Parent/Guardian Feedback Survey in November 2016. Responses from the surveys were sent to the Evaluation Team for analysis. The feedback from the evaluator will provide valuable information about how families are engaged and how services are provided by the county.

Data collection on the usage of SOP tools by social workers continues to be a challenge (i.e. how to track the use of tools used to capture the child's voice, and whether or not case plans are behaviorally based), as much of this information is not tracked electronically. Other reporting challenges experienced by Butte County CSD include the information on the usage of SOP tools by social workers. The documentation of SOP tools is done through the hard copy case file or in the electronic case file; hence, documentation of SOP practice is seldom available through ad hoc or vendor reports.

Evaluation activities for Butte County CSD required staffing time for internal county staff to complete statewide evaluation activities. In part of working with service providers, the agency allocated time for contracted service providers to collect monthly and quarterly data as part of their contract requirements.

During this reporting period, BCPD set up a data transfer process with the Evaluation Team. The first data transfer was sent in January 2017. The BCPD will update the data on a quarterly basis.

3   Lake County

Interagency Collaboration

The collaboration between Lake County Child Welfare Services (LCCWS) and Lake County Probation Department (LCPD) continues to be productive. The LCCWS meets with their Department of Social Services fiscal staff to monitor and review fiscal issues; the LCCWS, the LCPD and the Family Wraparound contractor, Redwood Community Services, Inc., meet separately to review Family Wraparound program issues. Lake County's CWS and their Department of Social Services (DSS) fiscal are separate units within Lake County DSS. The CWS meetings with fiscal staff ensure that CWS staff has vital information related to fiscal issues.

A challenge identified in one of the Project meetings was regarding access to mental health services for probation youth. In response, LCCWS staff invited the LCPD staff to participate in the monthly collaborative meeting of Pathways to Mental Health Services (aka "Katie A."), which includes staff from Lake County Behavioral Health. The discussion between the Lake County Behavioral Health and LCPD staff resulted in a streamlined process for the LCPD staff to refer youth for mental health services.

During this reporting period, one key member of the LCCWS team left, an analyst who compiled Project data. The analyst's supervisor, who is a member of the Project team, is now assigned this task. The interim Deputy Director, Patti Powell, overseeing the Children's Services Division became the permanent Deputy Director; overseeing Child Welfare Services in addition to overseeing Adult Services. LCCWS and Adult Services are both divisions of Lake County DSS.

A new Staff Analyst II was hired, whose primary function will be to capture data and provide statistics. Wendy Mondfrans of the LCPD was promoted to Chief Deputy: she will continue to oversee the Juvenile Division. A new Senior Deputy PO will be hired to fill her position and will also become active in the Project.
Project Interventions: Lake County Child Welfare Services

SOP

The LCCWS projected to serve 470 children, ages zero to 17, inclusive. The actual number served was 177 children with open cases, and 210 children with investigated referrals, for a total of 387. Four hundred forty-one referrals were evaluated out through the SOP Review Evaluate Direct team process. This figure was not tracked in the previous reports submitted. Investigated referrals in this reporting period were significantly lower than in the previous

reporting period (133 to 204). The LCCWS is unable to determine what the reason is for the lower numbers of referrals. Last reporting period's 204 investigated referrals involved 323 children compared to 210 children this reporting period. The LCCWS projects they will serve 400 children during the next reporting period.

Five new social workers were hired at LCCWS during this reporting period. The five social workers received SOP foundation training in Core 3.0 and two staff received the in-house SOP training listed in the next section.

The SOP case review tool provided by UC Davis was used in conjunction with federal case reviews, but was halted due to a change in case review staff and lack of training by UC Davis on use of the tool. Some accomplishments made during this reporting period consisted of completion of training by social workers and supervisors in SOP Family Team Meeting (FTM) facilitation October 27 through October 28, 2016. The SOP case plans and court report training was completed on November 30, 2016.

Training on SOP Three Houses and Safety House tools was not completed as planned. The LCCWS has a new contract with UC Davis for the next FY in process; this training will be provided then. Plans for supervisors to begin using the SOP fidelity checklist and SDM Case Review tool with staff were delayed due to being short staffed. Supervisors have been carrying caseloads; now that LCCWS is close to being fully staffed, supervisors anticipate having more time to implement this in the next reporting period. Also, training was provided under a contract with UC Davis that was put in place on July 1, 2016. Five additional social workers were hired during the review period. Of 21 social workers, four are attending Core I classes where they receive SOP training. Fourteen other social workers received Three Houses and Safety House training in SOP Foundation training in June 2016. Training that was completed during the review period was given priority: SOP family team facilitation took place (October 27-28, 2016) and SOP Case Plans (November 30, 2016).

Family Wraparound

The LCCWS projected to serve 40 children, ages zero to 17, inclusive, with 34 children actually served. Investigated child abuse referrals in this reporting period were significantly lower than in the previous reporting period, resulting in fewer referrals to Family

Wraparound. At this time a review of the data has not shed light on why fewer referrals to the LCCWS have been made. The LCCWS is continuing to meet to review the data. The LCCWS projects to serve 35 to 40 children during the next reporting period.

The LCCWS made several key decisions during this reporting period. The LCCWS agreed the Wraparound Executive Committee needed to meet to review the Family Wraparound program. The LCCWS started tracking the type of allegation and graduation dates for data analysis. The LCCWS also refined definitions of graduation and other reasons for closure. A database was built using a platform that can be accessed by partners to track and review Family Wraparound information. The LCCWS invited LCPD to attend a Pathways to Mental Health Services meeting, which facilitated providing mental health and alcohol and drug services to probation youth. The POs procedure to refer clients to Lake County Behavioral Health was streamlined. The team evaluated, discussed, and rejected the CANS tool for Family Wraparound cases. The LCCWS team agreed to do SDM FSNA and provide it to the Family Wraparound contractor, Redwood Community Services Inc., to identify the primary domains. Redwood Community Services Inc. is referring Indian Child Welfare Act Family Wraparound cases to Tribal Health services at Big Valley Rancheria when they need alcohol or drug services.

The LCCWS revisited open Family Wraparound cases and completed SDM FSNA. The LCCWS also used a decision chart to determine whether to refer a family to Differential Response (DR) services, Family Wraparound, or if Senate Bill (SB) 163 Wraparound had clarified decision making for social workers. Additional columns were added to the Child Welfare Referrals to Redwood Community Services Family Wrap spreadsheet to track Family Wraparound referral allegation types and graduation dates. All of the components of fidelity indicators are monitored on a regular basis during case staffing's or social worker supervision meetings. Although SOP services are not contracted out to providers, some providers (DR services, Wraparound staff) have attended LCCWS in-house SOP foundation and family team facilitation. While LCCWS has not monitored their SOP fidelity, supervisors review SOP tools with individual social workers during one-on-one supervision; implementation of the SOP Fidelity tool for a more formal review is expected in the next reporting period.

The individual at LCCWS who previously completed the federal case reviews incorporated the SOP File Review tool; however, with

new staff performing case reviews, use of the tool has been discontinued for lack of training.
Project Intervention:

Lake County Probation Department

Wraparound

The LCPD projected to serve 15 youth, ages 12 through 17, during this reporting period; however, 16 youth were actually served. The LCPD projects it will serve 30 youth during the next reporting period.

The LCPD noticed certain criminogenic needs appeared to be linked to a non-graduation completion in the program, and adjusted the services offered to those specific needs. For example, initial services provided to youth with alcohol/drug issues were not successful, creating a need for services to be changed by their provider.

The LCPD continues to serve minors and families who have their first contact with Probation or who have a criminogenic need due to current living arrangements.

The Wraparound program has provided opportunities for families to find housing, parenting support and employment. Certain minors also had their juvenile records dismissed and sealed upon completion of the Wraparound program.

The LCPD trained the Wraparound contractor's staff on the Positive Achievement Change Tool (PACT), which is used to evaluate the minor's risk to re-offend and the top criminogenic needs. The LCPD's Wraparound team and the POs use the assessments to determine the services offered and evaluate if the services are decreasing the needs.

The LCPD Girls Circle and Moral Recognition Therapy classes were to begin during the last reporting period. A staff member was trained to instruct these classes during the last reporting period, but was not able to teach them due to personal issues. The goal is for the classes to begin during the next reporting period

In order to increase Wraparound referrals, Alcohol and Other Drugs services and services to Spanish-speaking families have been provided. The CANS tool is now being completed by the therapist and the Care Coordinator or Program Supervisor will start such services at intake. Spanish speaking staff were hired by RCS in order to better communicate with families. Additionally, a contract was developed between RCS and Healthy Start in order to have interpreters more readily available. The RCS has staff trained in

AOD services and they have been working one on one with youth with substance abuse issues. Additionally, monthly meetings are now taking place with the Lake County AOD agency in order to make the processes for youth being served work more smoothly.

Anger management and gang interventions were identified as additional needs by LCPD, and trainings and programs are currently being investigated by the LCPD.

All of the components of fidelity indicators are monitored on a monthly basis and fidelity is assessed through individual case reviews and monitoring of CFTs.   Redwood Community Services (RCS) can assess fidelity, and there is consistency in the quality of services being provided to the families in the program. The LCPD is still assessing whether or not fidelity is incorporated in the CQI.

Systems Issues

There is a need for additional CWS/CMS special projects codes to track SOP data in LCCWS' management information system. The LCCWS also expressed a need to recruit more resource families. Staff training is ongoing to reinforce use of SOP tools and fidelity.

Relative and Non-Related Extended Family Member (NREFM) providers need more training. Housing resources in Lake County are insufficient, and further reduced by fires. Access to mental health services for adults remains an issue.   The LCCWS' SOP fidelity monitoring needs further developing.

The LCPD continues to have challenges in recruiting foster families in their small community. The LCPD is working with the CPOC to come up with new ways to recruit. A contract is also being contemplated with local providers to increase probation-suitable foster parents.

Evaluation:

The LCCWS staff attends monthly Evaluation Steering Committee Meetings with CDSS A site visit is scheduled for June 2017. The LCCWS staff analysts assist with monthly data collection and attend monthly meetings between the LCPD, Redwood Community Services and a county contracted consultant to discuss and review data analysis.

Local evaluation activities include the LCCWS implementing a local evaluation of Family Wraparound intervention for LCCWS referrals. The goal is to mitigate safety concerns, prevent removals and support transitioning children back into the home.

The status of local evaluation activities covers monthly tracking of the number of the LCCWS referrals to Family Wraparound and sources of the Family Wraparound referral (i.e. ER, FR or FM). The category of abuse and whether substantiated, the numbers and ages of the children, initial Family Advocacy and Support Tool (FAST) scores, status of completion, final FAST scores for completed families, change in FAST scores (pre/post Family Wraparound), domains of services provided, and status of re-referrals to LCCWS and the status after completion are also considered.

Some initial preliminary findings with the Evaluation Team can be seen in appendix A, attached, and are discussed in monthly Family Wraparound meetings. There is a 63 percent completion rate for LCCWS' referrals Family Wraparound as of March 2017.

The average total FAST score decreased by 46 percent with an average of 100 days of interventions for families completing Family Wraparound. The LCCWS is seeing the highest percentages of Family Wraparound service domains identified as legal, housing, and financial; while among those not completing, they had a higher frequency of family and emotional/behavioral issues identified at intake amongst completing families.

Forty-five percent, or 14 families had a new referral to LCCWS after Family Wraparound amongst completing families. Of these referrals, seven percent were substantiated. Of the families not completing Family Wraparound, 31 percent had a new referral to LCCWS, with 50 percent of these new referrals substantiated. Further analysis is needed to understand the data.

The LCCWS' data tracking is conducted manually and entered on spreadsheets, which is a cumbersome process. However, it is currently feasible because the LCCWS' numbers are small. Continuing analysis is needed to increase confidence in results because of the small numbers of families.

The LCPD implemented a local evaluation of the Wraparound intervention for probation youth referrals. The goal is to decrease juvenile justice system involvement. The LCPD is tracking the

number of active referrals by month, cumulative number of referrals over time, and the number who have successfully completed Wraparound. The LCPD is also tracking the PACT domains and risk scores at intake versus completion, and time in the Wraparound program and starting to look at whether they can see any association between PACT domains at intake and Wraparound completion.

The LCPD discussed CQI and data analysis monthly in Wraparound meetings. Forty-three percent of probation youth or 45 youth completed the Wraparound program. The PACT risk scores were collected for all participating youth. Initial PACT risk scores were highest for youth not completing Wraparound. Other than Living Arrangements, the highest risk scores were in Relationships, School Status and Attitudes/Behaviors. Alcohol and Other Drugs and Aggression were also identified among the top three PACT domains at intake. The change in average PACT risk scores for living arrangements was 10.55 percent. Youth completing Wraparound reduced their PACT risk scores more than youth not completing Wraparound, except in the domain of School Status. Preliminary statistics were explored (using Statistical Package for the Social Services) to look at an association between "graduation" from Wraparound and PACT domains identified at intake. When Alcohol and Other Drugs and Relationships are combined as identified PACT domains at intake, there is a significant association with graduation ($p=.010$). This is also true for School Status alone ($p=.020$). Further analysis is needed to understand this data. The LCPD plans to look closer at re-arrests/Violation of Probation after/during Wraparound and work with PACT risk scores and association with related Wraparound completion.

The LCPD continues to utilize monthly Wraparound meetings to chip away at CQI and data analysis. It is a slow process because of the small numbers the LCPD is working with; however, progress is being made.

4.   Los Angeles County

Interagency Collaboration

The Los Angeles County Probation Department (LACPD) continues to collaborate with stakeholders as the Wraparound program oversight transitions from LADCFS to the Department of Mental Health (DMH). Currently, Los Angeles County is working to finalize

the Memorandum of Understanding (MOU), Service Exhibit and Program and Policy Manual. The DMH is developing a new Wraparound Data System Application that will capture key data elements to measure outcomes and model fidelity for LACPD, LADCFS and DMH. The three departments continue to meet monthly to address issues concerning the Wraparound transition. All three departments also have a monthly Lead Wraparound Agency meeting with the providers to share updates, changes and best practices with the Wraparound providers. Recently, DMH added a monthly Steering Committee meeting with stakeholders, which includes LADCFS, LACPD, DMH, Wraparound providers and a Parent Partner. This committee will play a pivotal role in providing governance and oversight of the Wraparound program as the administration of the program is transferred from the LADCFS to the DMH. The committee will be used to vet any proposed program changes to ensure the interests of the various stakeholders are considered. The Steering Committee will focus on QA and improvement as well as program outcomes. The committee will also work alongside the existing Wraparound Operational Meeting and the Lead Wraparound Agency.

The transition deadline of July 1, 2017, from LADCFS to DMH will not be met due to pending technical and fiscal challenges. The new transition deadline is set for September 1, 2017. DMH is still in the process of developing a Wraparound data application to capture referrals, enrollments, graduations, transfers and disenrollment from Wraparound. DMH has been hiring clerical, managers, and analysts to transit DCFS duties to DMH. In addition, the three departments are still completing the contract, policies and procedures.

The LADCFS Director retired at the end of January 2017. While the department is performing a search to fill this position, their Chief Deputy Director, Brandon Nichols, is serving as the Acting Director of LADCFS. In January 2017, Terri McDonald was appointed as the Chief PO of LACPD. In addition, Sheila Mitchell was appointed as Assistant Chief Probation Officer over Juvenile Services. Project Interventions: Los Angeles Department of Children and Family Services

Core Practice Model (CPM)

The LADCFS projected to serve 20,500 children with open in-home and out-of-home care case plans, ages zero to 17, inclusive. The

actual number of children served was 20,500. The county projects to serve 24,000 children during the next reporting period.

The current implementation challenges for LADCFS continue to center on resource capacity. Through the on-boarding of thousands of new children's social workers and associated staff transfers and promotions, the LADCFS is juggling the consequent case-by-case destabilization impact upon practice change, attributable to case transfers between children's social workers.

The LADCFS has continued to increase the number of children's social workers and corresponding supervisory and support staffing levels. As of March 31, 2017, LADCFS has 1,692 certified line staff and administrators to conduct CFTs.

With the implementation of its CFT policy, LADCFS is mandating practice change based on projected caseload reductions anticipated through continued hiring. In doing so, LADCFS has made the effort of projecting county-wide CPM implementation timelines and continues modest growth in recruitment and retention of its out-of-home placement resource capacity.

The LADCFS' automated Community-Based Home Reservation system was successfully tested and became operational on February 26, 2017. Accordingly, LADCFS Permanency Resources Division will continue to alert the Immersion Offices of newly-approved homes, but the automated reservation system will reserve the placement for five business days, availing it only to the Immersion Office for that reserved period. The system will also monitor how often the selected Immersion Office utilizes the reservation period to initiate a placement, how quickly an Immersion Office used the home during the five days it was reserved, and how soon the home was used by another office after the reservation period expired.
The LADCFS implemented the skills lab approach that can anchor CPM/CFT skill development and accelerated certification, increased attention to implementation structures and provide support.

Time away from caseloads for training remains an issue. The LADCFS offices continue to use Implementation Teams to anchor CPM. The Implementation Teams allow for local teams to meet often, in small groups, to attend to the needs of the individual offices. The skills lab approach is experiential by design and allows

staff to participate with protected time in the offices and implementation support.

Since the last progress report, the CFT database went live. From October 1, 2016, to March 31, 2017, LADCFS completed 3,581 CFTs of which 2,874 were initial CFTs and 707 were follow-up CFTs. Since the last reporting period, LADCFS has increased the number of certified facilitators by 88.2 percent (from 771 to 1,405), coaches by 80.0 percent (from 179 to 322) and coach developers by 22.8 percent (from 57 to 70).

The LADCFS has increased the number of children's social workers, supervising children's social workers and support staff; accelerated CPM practitioners, coach and coach developer certifications department-wide; and, with the union's support based upon attainment of necessary caseload reduction levels, executed departmental policy mandating CFTs.

Prevention and Aftercare (P&A)

The LADCFS projected to serve 11,064 families during this reporting period. The actual number of families served was 15,065 (7,201 adults and 7,864 children). The county reported this does not include all data through the end of the reporting period as some agency reports are still pending for the timeframe. The projected number of families to be served during the next reporting period is 15,065. The current information is 21,020 (10,572 adults and 10,448 children). This information is based on the agencies self-reported data extracted from the P&A Monthly Summary Reports for October 2016 thru March 2017.

The agencies' data entry into the Portal for the LADCFS' referred clients is not consistently timely and has created a barrier. In addition, this is a voluntary program and the percentage of LADCFS' referred clients that decline services or who agencies are unable to contact continues to be higher than projected.
Progress made with this intervention involves the logic model being finalized. In addition, the program's evaluation plan was created; both LADCFS referred clients, and clients referred by the community will be evaluated.
During this reporting period, 2,090 families and 4,190 children were referred to the P&A program. Of those referrals, 1,164 children accepted P&A services.   The P&A agencies also serve community clients that ~~have no involvement~~ are not involved with LADCFS.

Partnership for Families:

The LADCFS reported information for this intervention is very limited because the program transitioned from Los Angeles First 5 on January 1, 2017. While eligibility criteria for the program includes the requirement for a family to have at least one child who is zero to five years of age or expectant mothers/fathers with specific risk factors, the program does serve the entire family. The LADCFS projects the population will trend towards adults who are at child-bearing ages and younger children. The county projects it will serve 616 families, but the actual number may be smaller due to start-up issues.

Fidelity across CPM was monitored using the California Partners for Permanency (CAPP) fidelity tools and process. Since the end of the CAPP grant, in September 2016, LADCFS has been working closely with several entities to develop tools, surveys and fidelity measures for CPM/CFT.

A formal assessment of CPM fidelity has not been developed at this time. However, LADCFS has been using the CAPP fidelity assessment protocol for the past few years as a model for measuring Core Practice strategies and behaviors. The LADCFS' CPM was developed in the likeliness of the CAPP Practice Model, in which the essential practice strategies and behaviors are being implemented and measured.

Project Interventions:

Los Angeles County Probation Department

Wraparound:

The LACPD projected to serve 465 youth ages 12 through 17.5. During this reporting period, 394 LACPD youth were served with Wraparound services. The breakdown of actual number served by Wraparound is as follows: 215 youth were active, 144 youth disenrolled, 31 youth graduated and four youth were scheduled to enroll but did not. The LACPD's Wraparound program has experienced low referrals from some areas, namely the courts and probation camps. The Wraparound team is working to ensure DPOs are provided information about Wraparound and are reaching out to juvenile operations to engage juvenile field staff and gather more referrals. The LACPD has also closed out some Wraparound cases that were open over 12 months and should

have been terminated sooner. Wraparound cases are to remain open for up to 12 months and should exceed that timeframe only in very specific circumstances. This department anticipates the total number of youth served will increase under the new agreement with DMH. The LACPD projected it will serve 400 Probation youths during the next reporting period.

As of October 2016, LACPD, LADCFS and DMH jointly decided to discontinue utilizing the Wraparound Fidelity Index Short Form (WFI-EZ) and Child and Adolescent Functional Assessment Scale. This contract has been in transition of changing the lead agency from DCFS to DMH. On October 2016, DCFS, Wraparound providers and Katie A. Panel collaboratively decided to discontinue WFI-EZ. The LACPD was not part of this decision. However, the LACPD has negotiated with DMH to continue WFI-EZ for only Probation youth under the new contract. The LACPD has been working with Washington State University to continue WFI-EZ.

The LACPD is in the process of reinstituting the use of the WFI-EZ for Probation cases only. This is being addressed in the Wraparound policies and procedures that are currently under revision. Although LADCFS and DMH will discontinue the plan of care review, LACPD will continue to review the plan of care for all Probation Wraparound youth to determine the youth and family's strengths and needs and to ensure the family and youth meet their unique goals.

Current incomplete activities are the Wraparound MOU, Service Exhibit, Program and Policy Manual and development of the data management system. The DMH, LADCFS and LACPD meet twice a month to discuss the progress and updates of their activities.

The tools utilized to track this intervention have not changed since the last report. However, the new lead agency, DMH, is developing a new data management system with input from LACPD and LADCFS to track program outcomes. Currently, LADCFS and its Wraparound Providers jointly visit LADCFS offices to provide education and technical support (Joint Road Show) of the Wraparound referral process to the children's social workers. The LACPD is in the process of implementing a similar process.
The LADCFS, DMH, and LACPD are reviewing possible changes to the Wraparound program that may occur with DMH as the lead agency. The DMH is learning how the case rate of $1,650 is used for Wraparound youth.

The Multi-Agency County Pool is funding for specific needs of current Wraparound youth that cannot be met with the case rate. This funding will continue to be monitored by LADCFS. The request for this funding is decided at the Multi-Agency County Pool Meeting, which is attended by LACPD, LADCFS, DMH and the provider. Currently, LACPD is in the process of hiring an additional Wraparound liaison.

Functional Family Therapy (FFT)

The LACPD projected to serve 200 youth, ages 12 through 18, during this reporting period. The actual number of probation youth served was 183. The status of the clients was 71 active, 91 graduated and 21 disenrolled. Some of the referrals did not meet the eligibility criteria due to safety concerns and gang involvement. With current staffing patterns, LACPD projects to serve approximately 200 youth and families during the next reporting period. The FFT has strict caseload criteria in place to maintain fidelity to the model.

A pilot recruitment project was recently initiated to help increase the number of FFT referrals. Staff obtain a list of all youth in placement with release dates within the following two months and contacts the DPOs to introduce the program and to request invitations to the Multi-Disciplinary Team meetings to facilitate a collaborative transition process towards reintegrating youth into the community.

Currently, FFT therapists are spending a considerable amount of time assessing incoming referrals for appropriateness in meeting the eligibility criteria or rerouting referrals that should be handled by other units such as the Gang Unit. The need for an intake specialist is being discussed to analyze and research the referral for appropriateness before it could be accepted. This intake specialist could also assist in the pilot recruitment project, which can free FFT therapists to only focus on conducting the intervention with the family.

Two staff were hired to address the unmet needs of African-American families as well as the issues of disproportionality and subsequent arrests/placements rates of African American youth in South Los Angeles.

The LACPD tracks FFT model fidelity indicators to measure the progress toward achieving the intervention goals. The fidelity indicators tracked include graduation, timeliness and session

completion rates. The FFT aims to improve family functioning, reduce youth delinquent behavior and substance use and ultimately reduce criminal recidivism.

Eighty-one percent graduated from the program, which is slightly over the FFT model goal of 80 percent or above. Ninety-nine percent of clients had their initial contact with FFT staff within two days from the date of assignment or referral, and 90 percent had their initial FFT session within seven days from assignment or referral date. Both indicators are FFT model expectations for timeliness and treatment pacing. These fidelity indicators suggest the therapists are adhering to model expectations and increasing the chances for successful outcomes in the youth they are serving. Preliminary outcomes such as out-of-home placements were also tracked, and as of this reporting period 24 percent were disenrolled due to out-of-home placements.

Data concerning the Youth Outcome Questionnaire for the FFT program, which measures well-being, is not yet available. The LACPD is in the process of developing a data collection methodology to allow for the collection of that information more accurately. There is a waiting list for this referral. The LACPD has significantly reduced out-of-home care stays and costs because of the FFT intervention as an option for early release and prevention of placement.   In addition, the culture has shifted in LACPD from a focus on punishment to rehabilitation.

Functional Family Probation (FFP)

The LACPD projected to serve 250 youth, ages 12 through 18, with this intervention. The actual number served was 249 with 126 active, 53 graduated and 70 disenrolled. The LACPD projected to serve 250 youth and families during the next reporting period. The FFP has strict caseload criteria in place to maintain fidelity to the model.

There are three staff who still need training on the Clinical Services System, a database for supervisors to monitor staff's adherence to the FFP model and identify areas for improvement, and others who have requested booster training. The annual FFP Booster Training for staff has been confirmed for June 1, 2017, by a FFP consultant for the California Institute for Behavioral Health Solutions.

The FFP DPO's have made much progress in learning and navigating the Clinical Services System. The FFP staff are entering

client-level data into the Clinical Services System and monitoring its fidelity. Staff are adjusting to this additional case management task. Although there continues to be a need for Spanish speaking DPOs in South Los Angeles, recruitment for FFP staffing vacancies are on hold because of the low number of referrals to the program.

The LACPD has approved making the pilot recruitment project for recruiting additional cases operational. Both clerical and DPO staff are needed to increase referrals. In analyzing referral data, improved communication is needed with Juvenile Field DPO's on FFP so referrals are made to FFP when intensive supervision is appropriate.

There has been an increase in referrals in all Service Planning Areas, except for Service Planning Area 3. The increase may be due to meetings between managers overseeing the suitable placement and FFP program and the pilot recruitment project, which involved obtaining lists of placement youth with upcoming release dates to initiate contacts with LACPD DPOs and introduction the program.

Quarterly retreats have been instituted to augment FFP skill and team building.   These retreats help staff maintain their skills, as evidenced by FFP language used during case staffing meetings and Senior Deputy PO field observations of DPO working in the home of clients.

The LACPD tracks FFP model fidelity indicators to gauge how the intervention is progressing towards achieving its goals to increase family functioning and reduce recidivism and out-of-home placements. The fidelity indicators tracked include treatment pacing and timeliness. The goal of the FFP model is to schedule the initial session with the youth and family within 72 hours from the date of assignment or referral, which FFP staff achieved with 67 percent of the youth/families.

The average time spent in FFP for youth who graduated is 205 days, which is more than the FFP model goal of 180 days. Reasons for the longer time periods are usually beyond the control of FFP staff and includes delayed scheduling of court dates or cancellation of sessions by families. The FFP program is six to eight months with a target of six months. However, there have been families that have completed the program in five months and other families who completed the program in nine months.

Preliminary outcomes such as out-of-home placements were also tracked and, as of this reporting period, 36 percent were sent to out-of-home placements while under the supervision of FFP staff. Fidelity indicators suggest there is room for improvement in the adherence to model requirements to increase the chances for successful outcomes for the youth served by FFP. The LACPD is working on revising the data collection methodology to better capture other FFP model fidelity indicators.

The FFP staff are scheduled to undergo training on the CSEC screening tool in March 2017 to be implemented throughout the LACPD. The CSEC screening tool can be utilized county wide, by any LAPCD operation. It is also a tool that can be used with Dependency Court (DCFS) youth. Its purpose is to identify any youth at risk of being sexually exploited.

Systems Issues:

In March 2017, LADCFS launched a new dynamic website for recruitment called FosterLAKids.org. A new recruitment collaborative was convened with community partners on March 29, 2017, to help further expand recruitment opportunities.

The LACPD uses Access databases to capture and analyze Wraparound, FFT and FFP demographics, types of services and other information. The LACPD is in the process of pursuing a more centralized and sustainable data management process with their Internal Services Bureau.

All Juvenile Field DPOs have received formal training on the Title IV-E Reasonable Candidacy Case Plan. The LACPD established a separate unit to review case plans. This unit consist of a Senior Deputy PO, and four DPOs. The unit reviews all Title IV-E Reasonable Candidacy Case Plans and provides training and technical assistance to the area offices as needed.

The LACPD's foster and adoptive parent licensing, recruitment and retention efforts involved making three commercials, which broadcasted on government and local television. The LACPD plans to promote the importance and need for foster parents for probation youths countywide via billboards.

The LACPD will provide Trauma Informed Training. For Wraparound, as the lead agency, DMH will provide future trainings for staff, caregivers and service providers. After the transition of the Wraparound contract, DMH will be responsible for the QA and outcomes of the program.

The Commercially Sexually Exploited Children (CSEC) screening tool was implemented in October 2016 with all Placement staff. FFT and FFP staff have been trained on the tool. The CSEC tool is a screening mechanism for probation officers to be able to assess whether a juvenile is actively involved in the sex trade or at risk of being recruited into it. Recruitment efforts are so pervasive that it is necessary for probation officers to be trained in the specific signs to look for in juveniles so that the appropriate counseling and services can be provided to them.

FFT and FFP are holistic, home based services with the aim of reducing risk and recidivism. The CSEC tool is an important tool for the FFT and FFP tool box.

Evaluation:

During this reporting period, the Project team implemented the web survey for staff and stakeholders in 2016 and monitored the distribution of the Parent/Guardian surveys in November and December 2016.

The LADCFS continues to implement the CPM countywide. All regional offices and specialized programs are implementing at different stages. Therefore, it is difficult to gauge the success of the implementation and the extent to which the regional offices and specialized programs are practicing the model. No additional cost or staff has been added to assist with the evaluation activities.

During this reporting period, the LACPD Project team implemented the web survey for staff and stakeholders in 2016 and monitored the distribution of the Parent/Guardian surveys in November and December 2016. The team met with the Wraparound, FFT and FFP staff to provide an overview of the two evaluation components and discussed ways the Parent/Guardian surveys may be distributed. For Wraparound, it was decided the Wraparound DPO liaisons would meet with the service providers in their service areas, explain the purpose of the Parent/Guardian surveys and distribute them for the service providers to give to the families. For FFT and FFP, DPOs gave the surveys directly to the families, explained their purpose and requested the families to return the completed surveys in the sealed envelopes during the same session, if possible. The Project team installed a drop-in box in the Placement Headquarters office for the staff to return the sealed and completed surveys for convenience.

Some service providers did not provide all the data in electronic format for the quarterly data transfers as requested by the Evaluation Team. These challenges were addressed by the LACPD Project team by participating in meetings with the providers, providing them the data quarterly transfer schedule for the next few years, and developing and sharing an electronic data collection template for their use. This data template also makes data collection more consistent across all the providers.

The local evaluation will focus on LADCFS's P&A efforts of the Safe Children Strong Families service delivery continuum. It is designed to systematically and objectively evaluate the extent to which P&A services:

1. Improve and strengthen protective factors;
2. Increase community capacity;
3. Improve economic conditions; and
4. Reduce social isolation in order to improve family functioning, child well-being, and the prevention of child maltreatment.

The following research questions were provided by LADCFS:

- Do families show a significant increase in protective factors from pre-test to post-test as a consequence of P&A service participation?
- Are families receiving P&A services less likely to come to the attention of LADCFS?
- Are the child(ren) of families receiving P&A services less likely to have subsequent referrals compared to child(ren) of families not receiving P&A services?
- Are the child(ren) of families receiving P&A services more likely to spend less time in care compared to child(ren) of families not receiving P&A services?
- How does the availability and provision of P&A services impact communities?
-

The LADCFS will begin to receive Protective Factor Surveys from its P&A agencies. They will begin data entry in May 2017. This evaluation will be conducted by the LADCFS Project Manager and a LADCFS Researcher.

5. Sacramento County

Interagency Collaboration:

Sacramento County's Child Protective Services (CPS) and the

Sacramento County Probation Department (SCPD) have always had a significant relationship in their dealings with youth who had contact with both systems. Sacramento County continues to implement the Crossover Youth Practice Model (CYPM), originating from Georgetown University's Center for Juvenile Justice Reform. The model focuses on better communication and collaboration between agencies and system partners who are involved with youth who have had contact with both the child welfare and probation systems. The Sacramento County CPS and the SCPD continue to see an increase in effective communication and in the coordination of services due to the programmatic and fiscal activities. The SCPD entered into a service sharing agreement with Sacramento County CPS, which has allowed for the increase of Wraparound services to youth under their care.

Protocols for CYPM have been finalized during this reporting period. Staff from Probation, Child Welfare and Behavioral Health departments attended training on CYPM and CFT models through the UC Davis Extension Center for Human Services. Probation and Child Welfare, along with input from their partners from Behavioral Health and the Office of Education, completed and implemented a new protocol for the Welfare and Institutions Code section 241.1 process, which includes a collaborative Joint Assessment Meeting where the PO and social worker meet to discuss the youth and their family in order to complete a joint assessment for the court. A CYPM implementation group has been developed and meets monthly to address questions, develop answers and problem solve on CYPM implementation and adherence to new CYPM protocols and procedures. Sacramento County CPS and SCPD continue to work collaboratively along with the District Attorney's office, the Public Defender's office and the Designated CSEC Court to serve youth and their family whose lives have been affected by sexual exploitation in Sacramento County. Sacramento CPS and SCPD have worked closely together to ensure both the state and the evaluation teams are able to have insight into Sacramento County's operations from a holistic level during their annual site visits.

Project Interventions: Sacramento County Child Protective Services

SOP

Sacramento County CPS projected to serve 6,646 children during this reporting period. This projection took into consideration the percentage of social workers anticipated to receive SOP Foundation training by September 2016, the incremental increase

of coaching services, the skill level of supervisors and the introduction of documentation expectations. The actual number of children served was 5,528 which was 82 percent of the projected children to be served by the SOP intervention. Forty-two percent of the total child population was served during this time period based on the percentage of the social work staff trained.

Once SOP is fully implemented, Sacramento County CPS continues to project all children and families receiving services from CPS will be served by this intervention. Full implementation will not occur within the next reporting period. Rather, based on the current implementation progress and the needs identified above, it is anticipated 7,138 children will be served in the next reporting period. This projection takes into consideration the percentage of social workers trained, the incremental increase of coaching services, the skill level of supervisors and the anticipated completion of documentation expectation training.

Sacramento County CPS continues to make significant progress in the implementation of SOP practice. As coaching needs have been identified, efforts have been made to evaluate the effectiveness of coaching. It is currently anticipated adequate data regarding coaching will be obtained during the next reporting period. This data will help to inform further practice, determine effectiveness, and provide insight into future direction and sustainability. Currently, a total of 82 percent of Sacramento County CPS staff have completed SOP foundational training. Sacramento County CPS plans to include additional SOP trainings with focuses on the development of harm and danger statements and documentation.

The combination of training and coaching continues to increase the capacity of supervisors and staff to:

1. Strengthen their engagement and working relationships with families;
2. Increase critical thinking skills; and
3. Develop appropriate safety networks.

Harm and danger trainings took place in January 2017, followed by the Documentation training for newly hired social workers in March 2017.   Documentation was reported to be a focus within CPS during the reporting period as the SOP Steering Committee formed implementation workgroups in November 2016 to focus on SOP documentation efforts. A SOP Implementation Committee was established comprised of social workers and supervisory staff

aimed at ensuring effective SOP practices are fully integrated into each program. The newly formed SOP Implementation Committee has begun to plan for a "SOP for the Courts" overview to include a full introduction of the framework of SOP including the principles and strategies used. The "SOP for the Courts" overview is scheduled to take place in June 2017. In addition, Behaviorally Based Case Planning was initiated in February 2017 and will continue through June 2017.

Additionally, efforts have been made to ensure that managers and supervisors are utilizing SOP tools, such as Three Houses and safety mappings, when they are meeting with their staff to discuss cases. Key decisions were made during this reporting period such as Sacramento County CPS' sustainment of the coaching contract with the UC Davis Regional Training Academy. Internal coaching logs were developed and implemented to measure the effectiveness of coaching in February 2017. In November 2016, ER and Information Supervision supervisors were asked to scale coaching experiences to determine effectiveness. Coaching improvement efforts were consistent in Sacramento County's Group Supervision Training for department supervisors which was initiated in February 2017.

Sacramento County CPS continues to take the following steps in an effort to incorporate fidelity into the QA/CQI process:

1. Identifying and understanding the core components of SOP;
2. Working to develop fidelity monitoring tools with assistance of the state evaluators aimed at tracking the use and success of the intervention(s);
3. Providing ongoing training and technical assistance through supervision and coaching; and
4. Identifying themes and trends throughout the implementation process and adapting the process, as necessary, to increase positive outcomes.

The Sacramento County CPS is working to have the fidelity monitoring tools include staff/stakeholder web-based surveys and parent/guardian surveys.

Family Finding and Kinship Support (FFKS)

Sacramento County CPS serves the target population of children ages zero to 17, inclusive, with FFKS through contracts with Sierra Forever Families (Sierra) and Lilliput Families (Lilliput). Per the

current expenditure agreement, Sierra was projected to serve a minimum of 75 children at any given time under the Destination Family Program. Lilliput was projected to serve 37 to 45 new children in the Family Finding Program and 61 to 75 families in the Case Management program during this reporting period. The current data reports from both providers show Sierra served 110 children under the Destination Family Program; Lilliput provided Case Management services to 105 families, which included a total of 204 children (117 non-dependent and 87 dependent) and Family Finding provided services to 29 new children which was less than the projected number for this reporting period. The primary barrier to reaching the projected number of children served through Family Finding was the shortage of a staff member with Lilliput. A new staff member was hired but training resulted in a delay in the program accepting new referrals for Family Finding. It is also important to note eight referrals were submitted by Sacramento County CPS to the Family Finding program that were later determined to be inappropriate; thus, the referrals were rescinded. For the next reporting period, Sierra is projected to serve a minimum of 75 children at any given time in the Destination Family program. Lilliput is projected to serve 61 to 75 families in the Case Management program and 37 to 45 new children through Family Finding services.

Sierra serves children with one or more barriers to permanency and, therefore, every child who obtains legal permanence is considered a success. During this reporting period, seven children served by Sierra in the Destination Family program had legal permanency finalized, with five adoptions and two guardianships. This number represents three sibling groups of two children each and one single child.

Lilliput provides family finding services for children who recently entered the child welfare system and, although placement with kin is the primary goal, identifying, engaging and reconnecting children with their extended family is a secondary goal, as not all relatives are able to provide placement. During this reporting period, 28 children's cases were closed with Lilliput Family Finding services. Upon closure, 11 of the 28 children were placed with kin, with an average of 51 relatives identified with 18 relatives engaged for the 28 children. Lilliput was able to facilitate an average of four new connections per child through the family finding program.

There continue to be accomplishments and progress for the children served and the internal processes for accessing FFKS

intervention services. The Permanency Steering Committee, which consists of high level staff from both service providers and Sacramento County, continues to meet quarterly to discuss outcomes and monitor the work within both partnerships. This process ensures ongoing troubleshooting to identify and address barriers and challenges as quickly as possible.

Prevention Initiative

Sacramento County CPS projected to serve 1,845 families, and actually served 2,347 families through the Prevention Initiative intervention during this reporting period. Sacramento County CPS projects to serve 1,845 families in the next reporting period.

A workgroup was created during this reporting period to engage more families by identifying additional opportunities for Sacramento County CPS referrals to Birth & Beyond (B&B) Family Resource Centers (FRC) to growth Prevention Initiative intervention. The workgroup developed a detailed outline of entry points where B&B FRC home visitors and FRC aides can engage families involved with CPS to include:

1. Intake;
2. Informal Supervision;
3. Court Services; and
4. Permanency and Adoption or Guardianship.

The outlined entry points for B&B FRC home visitors and aides will also include documenting linkages between B&B and CPS services in the family's written case plans, B&B's increased participation in teaming meetings, and training B&B and CPS staff on the referral points and linkages. The workgroup plans to launch entry point referrals in Summer 2017.

Prevention Initiative services to families with children, ages 6 to 17, have been fully integrated into the B&B FRC program model resulting in an increase in services. During this reporting period, parents with children, ages six to 17, attended 93 Effective Parenting workshops and more than 440 parents are receiving and/or have completed Home Visitation workshops. Sacramento County reports more than 1,300 duplicated parents have benefited from Domestic Violence services provided by B&B FRC partner agencies through the integration of preventative efforts.

The B&B FRC piloted the Nurturing Parenting Program (NPP) for

Parents of Teenagers from March 2017 to May 2017. The launch of the NPP for Parents of Teenagers was a result of the identified need to improve services to referred parents with children 13 to 17 years, inclusive. Sacramento County intends to fully integrate the NPP for Parents of Teenagers into all nine B&B FRC program models the first quarter of FY 2017-18.

During the reporting period, an external evaluator completed an outcome evaluation for the first full FY of B&B FRC services to parents with children six to 17 years of age. Findings from the third-party evaluator demonstrated an increased pre/post score across the five constructs on the validated Adult Adolescent Parenting Inventory among parents who completed eight hours of NPP School-Age (ages six to 12) Home Visitation services. Results from the evaluation were statistically significant in the risk measurements for child abuse. Additional findings from the outcome evaluation also indicated a decrease of two percent of substantiated CPS referrals post B&B FRC services in comparison to 33 percent of Home Visitation families having a substantiated CPS referral prior to B&B FRC services.

Project Interventions: Sacramento County Probation Department

Wraparound:

The SCPD projected to serve 62.5 youth and families with Wraparound during this reporting period. The SCPD experienced a declining trend of youth coming in contact with the juvenile justice system, providing Wraparound services to 61 youth and families. The SCPD projects to serve 62.5 youth ages 12 to 17.5, inclusive, and their families in the next reporting period.

The SCPD continued activities for Wraparound which included:

1. CFT's;
2. Case staffing meetings between provider staff and POs;
3. Enrollment of youth up to contracted service limitations; and
4. Monthly management meetings between providers and SCPD for operational and oversight purposes.

The CFTs focused on linkages to additional/continuing services, if needed, and family stability among graduates. Long range and intermediate outcomes are being tracked and compiled for reporting to the Evaluation Team.

The SCPD is continuing to monitor all of the components of Wraparound for fidelity through bi-weekly and monthly oversight meetings. The SCPD providers utilize a high fidelity Wraparound model which requires the use of the Wraparound Fidelity Index (WFI) instrument to gauge fidelity. During the reporting period, the assessment on Wraparound was completed with fidelity for participating youth and their families. The SCPD staff also periodically observe the CFT meetings to provide accountability and model fidelity. Staff and management from River Oak Center for Youth, Stanford Youth Solutions and SCPD also participate in monthly manager meetings where issues with model fidelity and implementation can be discussed and corrected if necessary.

During this reporting period, SCPD submitted its first data to the Evaluation Team regarding program outcomes for evaluation. The SCPD is still waiting for the outcome findings from the shared data of Wraparound services. The collaborative partnership with the Evaluation Team and SCPD has been significant to the county's progress in the Project. The SCPD sent POs involved with the Project interventions to the Evaluation Team Conference on Children, Youth and Families which occurred October 4 through 6, 2016, in Anaheim, California.

Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST)

The SCPD projected to serve 12 youth with MST services and projected to serve 15 youth with FFT services. The SCPD provided MST services to 23 youth and FFT services to 30 youth this reporting period. The SCPD projects to serve 12 youth with MST and 15 youth with FFT services in the next reporting period.

Previous reports included the number of youth served in two different FFT and MST programs. After consultation with CDSS representatives and the Evaluation Team, it was determined there was no need to report on the FFT and MST interventions which did not utilize Project funding. Current reporting includes data from the previously labeled "Prevention FFT" and "Prevention MST" interventions.

Systems Issues

An ongoing challenge for Sacramento County CPS is hiring and the retention of social worker staff. Staff turnover and internal job promotions have added additional challenges to training new social

worker staff and newly promoted supervisors. Challenges are specifically related to coaching and specific SOP training needs. To address this challenge, Sacramento County CPS has re-established a new worker cohort training. Additionally, with the implementation of RFA in January 2017, pre-approval training is consistent for all applicants.

The Sacramento County CPS continues to report challenges with the statewide CWS/CMS system, as it is not set up to capture specific SOP components. Although Sacramento CPS is able to upload or add information regarding SOP implementation and use of the practice, there is not an easy or efficient way to aggregate such data.

Caregiver recruitment and retention remains a challenge for county foster family homes and foster family agency homes. To address this challenge, Sacramento County CPS has successfully utilized the Foster Parent Recruitment, Retention and Support allocation to fund ten strategies aimed at increasing retention and recruitment efforts.

There has been great collaboration between Sacramento CPS and SCPD and their contracted providers who are implementing programs with Project funding. The Permanency Steering Committee continues to review data, address barriers and celebrate successes. Sacramento County CPS also attends Executive Director meetings including the Child Abuse Prevention Council, their FRC providers and First 5 Sacramento. Further, Sacramento CPS' continued partnership with SCPD has allowed the leveraging of each other's expertise and resources for increased collaboration.

A Sacramento Project Evaluation Committee was previously established to review data relevant to key outcomes under the Project. Committee membership includes the Department of Health and Human Services Director and leadership from Sacramento CPS, SCPD, and the Sacramento Department of Human Assistance.

The SCPD modified the fiscal and operational QA approval process to increase invoice accuracy, timeliness and MOU compliance.

Evaluation:

Sacramento Child Welfare supervisor coaching logs were introduced to evaluate the effectiveness of coaching during this reporting period. Sacramento County continues to work in conjunction with the Evaluation Team to utilize tracking methods including case reviews, documentation guidelines and key participant surveys.

Sacramento County continues to collaborate with the Evaluation Team. During this reporting period, progress was made on the following projects:

1. Participation in the Project Steering Committee, and monthly/quarterly calls with the Evaluation Team and CDSS;
2. Preparation for the second Evaluation Team site visit;
3. Parent/Guardian surveys distribution in November 2016, which included messaging to staff and internal stakeholders; and
4. Sharing of SOP fidelity results from the Principles of SOP-Supervisory Checklist to the Evaluation Team.

Further county specific data including teaming information and coaching logs will be provided to the Evaluation Team during the next reporting period.

A data sharing agreement has been signed between Sacramento County Child Welfare, SCPD and the Evaluation Team. This data sharing agreement allows the Evaluation Team to gather the data needed at the county level. The following data was made available to the Evaluation Team as a result of the established agreement:

1. Leadership interviews and focus groups with Implementation Teams, staff, and providers;
2. Web-based surveys with integral staff and stakeholders and Parent/Guardian surveys;
3. SOP Baseline information; and
4. SOP Fidelity Results from the Principles of SOP-Supervisory Checklist.

Challenges with data reporting include documentation guidelines regarding interventions have not been fully implemented and the need for a more integrated data collection and reporting system that can monitor both process and outcome measures.

There have been consistent discussions with the IV-E Evaluation Team hosted by NCCD on whether or not additional outcome

measures for well-being or intervention model fidelity measures should be included. These have been presented on and discussed on the Evaluation Team phone calls.

The Evaluation Team's encoded data transfer system created a challenge with SCPD internal Information Technology Division during the first data submission. Division staff worked with the Evaluation Team to ensure data could be sent and adequately transferred to their system to overcome the challenge. The time spent to create the process resulted in a delay for the initial data submission of a few days, which was authorized by the Evaluation Team.

6. County of San Diego

Interagency Collaboration:

The County of San Diego CWS and San Diego County Probation Department (SDCPD) report a positive and collaborative working relationship between the two agencies that has strengthened as a result of participation in the Project. The partnership of the County of San Diego CWS and SDCPD enabled the agencies to learn about each other's respective programs and team members.

The County of San Diego CWS and SDCPD were able to implement the Permanent Connections program through partnership between the two agencies. The SDCPD experienced some initial barriers with making referrals to this program. In order to assist, the County of San Diego CWS provided SDCPD with the referral forms they developed. Although the County of San Diego CWS has the lead on the Permanent Connections contract, SDCPD is continually invited to monthly meetings and encouraged to participate in communicating and sustaining an ongoing working relationship.

Project Interventions: County of San Diego Child Welfare Services

SOP

The County of San Diego CWS projected to serve 9,252 families during this reporting period. The County of San Diego CWS reported serving 6,963 families (54 percent) through SOP tools and documentation. The County of San Diego CWS projects serving 60 percent of families by the end of the next reporting period.

The County of San Diego CWS utilizes SafeCare to target families with neglect concerns, in order to provide families with the most effective prevention efforts. The County of San Diego CWS introduced new SafeCare modules in efforts to address Healthy Relationships (HR) and Child Behavior with families. The County of San Diego CWS currently facilitates the HR module in two out of seven regions. The module implementation is effective and limited to two regions in the county due to a federal grant. Upon the conclusion of the grant, the County of San Diego CWS intends to expand the HR module to all regions. The other new SafeCare modules consisted of Managing Child Behavior, which is a supplemental module when completing the Parent-Child Interaction module. The Managing Child Behavior supplementary module has been implemented in three regions, and should be expanded to all regions by the end of the June 2017.

During this reporting period, 351 children and youth, ages six to 17, were screened for mental health concerns. The County of San Diego CWS completed the screening for children ages zero to five through a contracted community provider, who completed   771 developmental screenings and 811 behavioral screenings during this reporting period. The children and youth are referred to community based organizations for assessments through the utilization of the Child and Adolescent Needs and Strengths (CANS), Children's Functional Assessment Rating Scale (CFARS), Ages and Stages Questionnaire: Social Emotional (ASQ-SE) and other tools. Some additional tools that can be used by the contracted providers include: Trauma Symptom Checklist for Children, Child Behavior Checklist and Youth Self Report, and Adverse Childhood Experiences score. In addition to trauma assessments for children, the Structured Decision Making (SDM) Family Strengths and Needs Assessment (FSNA) tool is used on each family and is utilized to assess trauma for parents. The scoring from these tools is used for diagnostic and treatment goals.

Focus on the utilization of Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) among providers was reported to be a common goal within the County of San Diego CWS, SDCPD, and Behavioral Health Services (BHS). The agencies have been working together to update the criteria that mental health providers must meet in order to provide treatment to children and families involved with the County of San Diego CWS and SDCPD. CWS, BHS, Probation, and Optum meet once a month to discuss Optum mental health operations. These agencies also meet once every other month to discuss Pathways to Well-Being operations. While these criteria

were being developed, the panel of mental health providers was not accepting new providers. The agency panel will re-open to manage the recruitment for new providers to meet the newly established county criteria.

The County of San Diego CWS reported plans to increase partnerships between Intensive Family Preservation Program (IFPP) and Wraparound providers that will benefit families receiving supervising visits. The county of San Diego CWS planned to ensure social workers utilize Incredible Families early on in FR cases and coordinate support services (transportation) to ensure families can participate in Incredible Families. One barrier to the utilization of services for the program has been challenges with the transportation provider for visitation. This transportation provider is the same for the Incredible Families and Family Visit Coaching (FVC). The county of San Diego CWS transportation providers have not been working well with the Visit Coaching staff. There have been numerous changes with the transportation scheduling staff. A meeting was scheduled June 2017 to discuss barriers in order for transportation to be effectively provided when it involves FVC. The County of San Diego CWS is in the process of developing a visitation and transportation protocol so that all partners have clear expectations about their role. The County of San Diego CWS will continue to work with this contractor to provide clear expectations and requirements for meeting transportation needs.

The County of San Diego CWS is currently participating in the Treatment Outcome Package (TOP) pilot program with CDSS. The TOP pilot program is for Pathways to Well-Being/Katie A. program. The County of San Diego CWS has primarily used the Strengths and Difficulties questionnaire as its screening tool since 2014, separate from the TOP pilot. The TOP pilot included screening of 150 youth and aggregated data from screenings to develop and/or expand social-emotional development opportunities for children and youth and ended in April 2017.

Fidelity tools and measures are vital to the CQI process. Some of the planned activities were found to be difficult to track due to the review tools not being online and more readily accessible. An updated version of County of San Diego CWS case review tools will help staff easily access data collected during the reviews. The database will increase tracking behaviorally based case planning utilizing the case plan field tool and development of aftercare plans with families and networks – current accessibility limitations make

these areas difficult to measure. The projected completion date of the database is within the next several months.

Fiscal trends in the County of San Diego CWS include an increase of spending in SOP by almost 82 percent, largely due to being fully staffed for the reporting period. The spending has been reported to be relatively steady in Developmental Screening and Enhancement Program and the Public Child Welfare Training Academy.

Family Visit Coaching (FVC)

The County of San Diego CWS projected to serve 75 children this reporting period as part of the Family Visit Coaching (FVC) program. There were 83 children actually served. The CWS anticipates serving 100 children and families during the next reporting period.

The FVC was included in the County of San Diego CWS's System Improvement Plan, demonstrating the commitment to advance its services. The implementation of the visitation program revealed transportation challenges in the FVC program. The County of San Diego CWS reported the program's growth has made it harder to provide transportation for children to their coaching visitation sessions.

One of the County of San Diego CWS' activities was to update the "Visitation Plan" and to incorporate clearer expectations for visits for the parent, caregiver, visit supervisor, social worker and the social worker's supervisor. The County of San Diego CWS will evaluate the impact of visit expectations in the CQI case reviews which was updated January 2017.

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transportation scheduling staff. A meeting will be was scheduled June 2017 to discuss barriers in order for transportation to be effectively provided when it involves FVC. The County of San Diego CWS are in the process of developing a visitation and transportation protocol so that all partners have clear expectations about their role. The County of San Diego CWS will continue to work with this contractor to provide clear expectations and requirements for meeting transportation needs.

The County of San Diego CWS goals include targeting supervision and coaching efforts around progressive visitation. The County of San Diego CWS plans to ensure parents and children are prepared for and are debriefed after visitation. The intent and coaching goals have not been added to other components of the visitation practice activities. The County of San Diego CWS is currently holding internal meetings to ensure there is steady improvement toward establishing more progressive family visitations.

The addition of coaching services resulted in an increase of 12.3 percent in fiscal spending for the FVC intervention.

Permanent Connections:

The County of San Diego CWS projected to serve 120 youth and actually served 61 children and youth through the Permanent Connections intervention during this reporting period. Although the projected number of youth served was not reached, it is anticipated the remaining 59 youth will be served in the next reporting period.

The County of San Diego CWS is working with foster care training providers to offer training and support for foster parents around Permanent Connections. Reported barriers impacting the number of families served through the intervention include the contractor's difficulty engaging resource families in services. Both the County of San Diego CWS and the contractor are working to address the structure of information sharing through a secure email system. The County of San Diego CWS is working with the Juvenile Court to develop a standing Court Order, authorizing the contractor to review the County of San Diego Health and Human Services Agency (HHSA) case files for the Permanent Connections Program.

Permanent Connection services include:

1. Conduct ongoing Family Finding efforts throughout the life of a case;
2. Establish Family Finding/Engagement staff who will contact kin regarding maintaining connections with the youth;
3. Utilize Family Finding/Engagement contract staff to reconnect youth with their parents and social workers will assess the safety of the youth returning home; and
4. Have family finding staff utilize mobility maps, genograms, eco-maps, Circles of Safety and support, and other tools with youth to identify connections.

The contractor continues to work toward implementing their Efforts to Outcomes (ETO) system which is anticipated to help facilitate program tracking measures. The ETO system is estimated to be completed during the next reporting period.

The County of San Diego CWS reported a spending increase of 277 percent with the addition of three Permanent Connections staff to accommodate the increase in referrals being made to the program. No other fiscal findings were reported for Permanent Connections.

The SDCPD experienced referral challenges in linking youth to Permanent Connections. The actual number of youth served was two with a projected number served of five for this reporting period. The SDCPD opted not to refer youth, temporarily, due to a waiting list of a month or more for services. The SDCPD reported internal Level I searches for preliminary Probation family finding efforts produced options where a referral to Permanent Connections was averted. The SDCPD projects to serve five youth during the next reporting period.

The Young Men's Christian Association (YMCA) is currently hiring new Family Engagement Specialists to shorten time frames of the waiting period for youth to be served through Permanent Connections. Three staff members were hired for the RFA and CFT programs. Zero staff was hired for Wraparound. Staff and additional trainings on family finding are included in the plans for the next reporting period. Other reported activities to increase the production of the intervention include progress toward a tracking system through the Probation Case Management System. Youth served through Permanent Connections are currently tracked via an internal spreadsheet. The development of a tracking system will contribute to how the County of San Diego and providers are tracking the population.

Project Intervention: San Diego County Probation Department

Wraparound

The SDCPD projected to serve 13 youth with Wraparound during this reporting period. The department reported surpassing its population estimation by serving 74 youth with 26 being new referrals. SDCPD attributes the increase over their projected number due to the agency having previous knowledge of Wraparound services. The projected number of youth to be served in the next reporting period is 13.

The SDCPD was able to review provider documents and files that detail service delivery. The community providers were observed to be delivering services according to the Wraparound model which includes providing the families with exit surveys, similar and in the spirit of the WFI fidelity tool. The SDCPD has an ongoing collaborative partnership with BHS who holds and oversees the Wraparound provider contracts. The BHS and service providers have been working to establish a QA system for sufficient fidelity tracking measures. It was reported the current data sharing agreement the Evaluation Team has with HHSA does not cover and or allow BHS to share date with the Evaluation Team. Conditions under the Share Agreement are currently under review by BHS, SDCPD and the Evaluation Team.

Systemic Issues:

The County of San Diego CWS and SDCPD report difficulties with its MIS. The County of San Diego CWS reported on the limited data availability within the CWS/CMS system, whereas the SDCPD computer system, Probation Case management System, is undergoing refinements to better capture and manage relevant data.

The SDCPD report plans for a QA system. The current data sharing agreement between the BHS and the Evaluation Team serves as collaboration challenges for the SDCPD. The SDCPD continues to work with BHS regarding fidelity documentation including tracking and data sharing issues. The current HHSA and the Evaluation Team data sharing agreement is under review to determine if there is authority for access and sharing of BHS data.

Evaluation:

Local evaluation efforts within the County of San Diego CWS and SDCPD are reaching its final stages. More information on the internal processes to collect data has been requiring additional time due to the coordination of the various components of the evaluation. The County of San Diego continues to work with the Evaluation Team for Project evaluation activities.

The following evaluation activities have occurred for FVC:

1. Data uploads from the visit coach providers
2. Focus groups with CWS staff
3. Focus groups with FVC staff
4. Obtained list of data elements in ETO from each FVC contractor
5. Developed FAQ document related to the evaluation for FVC staff
6. Updated FVC forms to incorporate evaluation aspects
7. Presentation of evaluation plan to management

The data collection process is currently underway and data is being collected by NCCD for analysis. In addition, planning has started for the eligibility checklist to be completed in the end of Summer/early Fall of 2017.

The following evaluation actives have occurred for Permanent Connections:
1. Logic model has been completed
2. ETO build out is in the final stages for data collection
3. Participant profile has been completed
4. Listening sessions with CWS staff
5. Report regarding the listening sessions has been submitted with recommendations
6. Measurement grid has been updated
7. Preliminary data has been gathered and provided via a report

The development of the evaluation is in its final stages and more information will be provided at a later date.

8. San Francisco County

Interagency Collaboration:

San Francisco County has strong county partnerships among the San Francisco Human Services Agency (SFHSA), the San Francisco Juvenile Probation Department (SFJPD) and Community BHS. The agencies continue to meet regularly to coordinate investments given the uncertainty of the wavier.

There have been no changes to the SFHSA management team structure since the last reporting period. Eric Ugalde, the Director of Finance is no longer with SFJPD. The SFJPD has hired Sandra Dalida as the Director of Administration. SFJPD is in the process of hiring a Project manager.

Project Interventions: San Francisco Human Services Agency
SOP

San Francisco has changed the methodology by which the agency calculates the number of youth served for the SOP intervention. Since SOP is a system-wide intervention, the number served, includes all children in care at the beginning of the period, plus all children with referrals. For the reporting period, the number served was 4,387. SFHSA expects to serve the same number using this methodology for the next reporting period.

Ongoing implementation is occurring with SFHSA. Barriers include increased staff turnover within the departmentand staff and partner's understanding of the larger picture of the California CPM and how SOP fits into it. The SFHSA is planning training and coaching activities focused on the CPM and SOP for all staff to reinforce CPM values and how SOP and CPM build upon each other. All new staff have to complete county onboarding training which also include SOP concepts. In addition, all new staff will go through the SOP specific training. The SFHSA has completed its fidelity assessment and is planning to utilize results to determine next steps in implementation.

Since the last reporting period, SFHSA has developed and implemented a modified version of the fidelity assessment which was originally developed by UC Davis. This assessment tool assessed the supervisors and managers integration of SOP into supervision.

Family Wraparound:

The SFHSA projected to serve 43 youth, ages birth ~~zero~~ through 20, during this reporting period. Seven ~~Eight~~ children and four families were served in the Strong Parents and Resilient Kids (SPARK) Wraparound program; Seneca and its subcontractors provided Project Wraparound services to 50 child welfare children

and youth during this reporting period. The SFHSA projects to serve 43 children and youth during the next reporting period.

In the last reporting period, SFJPD worked with the Bay Area Academy, Human Services, and Behavioral Health Services to develop and update CFT meeting curricula for both participants and facilitators. The curricula is designed to ensure alignment of all facilitated wraparound meetings. The curricula is being finalized by the Bay Area Academy.

The Family and Children's Services (FCS) and Foster Care Mental Health staff worked with the SPARK director and the Department of Public Health (DPH), contracted Wraparound program serving families with children birth ~~zero~~ to five, to review referral status and identify and resolve related barriers. This process included clarifying eligibility of child welfare involved families (as opposed to families in a specific geographic area), and coordinating with the Foster Care Mental Health Program (FCMHP) staff involved with triaging the referrals. The SPARK child welfare slots are nearly full; SFHSA expects the target goal of ten children be met in the next reporting period. A quarterly meeting was established to review the status and troubleshoot any issues as needed.

The following was accomplished in this reporting period:

- Continued subcontractors' meetings with county agencies (SFHSA, Juvenile Probation Department (JPD), and BHS), Seneca and Seneca's subcontracted Wraparound providers (Center on Juvenile and Criminal Justice (CJCJ), St. Vincent's and Edgewood) to clarify expectations and ensure consistent communication and practice. Two meetings were held in this reporting period. Specific discussions included:
- The intersection of a Wraparound provider facilitated CFT team meetings and SFHSA facilitated meetings as well as how to coordinate these;
- Coordination of mental health services and supports among providers; and
- Updating materials to identify the child welfare case plan goal so that Wraparound services are in alignment.
- Seneca drafted its evaluation for FY 2015-16 as part of its contract analysis for SFHSA (as opposed to the Project analysis); findings will be shared in the next reporting period.
- Seneca provided training on the WFI-EZ to the Wraparound subcontract agencies and county partners.

There was an increase in referrals to the birth ~~zero~~ to five Wraparound program, SPARK, towards the end of the reporting period. The Wraparound reinvestment funds also supported a slight salary increase for Seneca staff to be competitive with the current market and support staff retention.

A formal fidelity assessment of the staff was conducted in 2017 and will be conducted every three years moving forward. Both social workers and supervisors were to describe their observations of the following components:

- Solution focused questions
- Safety mapping
- Balanced assessment
- Cultural humility
- Harm/Danger statements
- Safety Goals
- Use of SOP tools in decision-making
- Use of behaviorally-specific language
- Tools to understand the child's voice and choice
- Use of three houses
- Safety network identification and development

To assess the practice fidelity of social workers, SFHSA used the UC Davis fidelity assessment. To assess the practice fidelity of their supervisors, SFHSA used a new tool which was developed in cooperation with Holly Hatton-Bowers Ph.D. from the University of Nebraska-Lincoln. Following administration of each tool, SFHSA is conducting focus groups to gain qualitative data to better understand the underlying values and beliefs behind the practice differences between social workers and supervisors that seem to be impacting full implementation.

Community partners have provided training on SOP. In addition, SOP techniques are built into contracts, when possible, and partners must report back on them as part of the contract. The SFHSA's overall assessment results indicate the practice is still emerging. While SFHSA has a number of champions across the agency, the practice is still somewhat inconsistently applied between social workers and supervisors. Once they have that data, SFHSA will develop targeted strategies to address the barriers to full implementation.

The SFHSA's CQI unit is looking at numerous factors in SOP fidelity as part of the federal case reviews process; they review the

data as an additional fidelity measure. In addition, the CQI unit is co-facilitating the SOP focus groups and will be compiling and presenting the qualitative when completed.

Project Interventions: San Francisco Juvenile Probation Department

Wraparound:

The SFJPD projected to serve 25 youth during this reporting period. The actual number of youth and families served was 22. The number of youth where doubt of competency was declared has decreased exponentially. The SFJPD projects to serve 25 children during the next reporting period. The inability for providers to draw down funds that would allow the Wraparound providers to continue to work with youth who are temporarily detained continues to be a problem.

During this reporting period, refresher trainings in Wraparound were provided to all judges and POs. Providers are now tracking more specific reasons for discharge, which will expectantly yield important information to track this intervention. Wraparound reinvestment funds also supported a slight salary increase for Seneca staff to be competitive with the current market and support staff retention.
Referrals and enrollments continue to be tracked for the expanded Wraparound program in child welfare, which includes in-home voluntary cases, children not at risk of congregate care and others previously not covered under SB 163.

Trauma:

The number of youth screened and assessed at SFJPD with the CANS for trauma was 22. The Evidence Based Intervention (EBI) utilized on all 22 youth included:

- Motivational Interviewing;
- TF-CBT;
- FFT;
- Intensive Family Therapy; and
- Dialectical Behavioral Therapy.

All 22 SFJPD youth who were continuously engaged in the service made progress. Progress was delayed for youth that incurred a violation and had to be detained, as treatment was halted and then

resumed once the youth was released. Thirty-two clinicians were trained in trauma focused EBIs.

Parent Partners:

The SFJPD projected to serve 60 parents with the Peer Parent Advocates (PPA) intervention. Since this intervention only serves the parents, no age range information on the minors is available. During this period, SFJPD had ten unduplicated families served. Forty-three percent of those families show sustained engagement (three or more PPA contacts). The projected number of referrals was not achieved due to staffing and families declining the intervention. During this reporting period, SFJPD suspended the monthly Juvenile Advisory Council Orientations for three months. The PPAs participate in this monthly orientation and garnered referrals through their engagement with families in attendance. Additionally, SFJPD continued to see families who declined this voluntary intervention.

The rollout and full implementation of CFT meetings in April 2017 includes the engagement and participation of the PPAs. Their involvement in CFTs will assist in referral building moving forward. With the rollout of CFTs, PPAs are projected to attend as many as ten CFT meetings per week. The contractor for Parent Partners, a Better Way, are actively recruiting additional staff to meet this need and may require additional funding.

Monthly Parent Café support groups launched in March 2017 and PPAs will begin attending CFT meetings in April 2017. Parent engagement rates are still below the target of 75 percent. The rates are expected to increase significantly with implementation of CFT meetings. Parent Cafés recently got underway and have been very well attended. A Better Way may need to locate a larger space to accommodate the numbers of interested parents.

Trauma:

The SFJPD's PPA is a parent focused intervention; therefore, no youth were screened. Self-screening for protective factors is promoted during Parent Café's. Five PPA's were trained in Parent Café Protective factors model.

The SFJPD utilizes the WFI-EZ fidelity measure and survey point in time open client families.

There are three surveys:

1. Caregiver;
2. Client; and
3. Care coordinator.

The questions measure adherence to the ten Wraparound principles and results are normed against other Wraparound programs at Seneca and nationally. This is conducted once a year. Families and staff can submit written surveys, but usually answer questions through an interview. The SFJPD has not (until this current calendar year) done WFI surveys for other provider agencies. National Wrap Institute (NWI) does compare results against other Seneca Wraparound programs in other counties and Wraparound programs nationally.

The SFJPD has difficulties in adherence across the board in terms of fidelity. The FY 2015-16 WFI results from Seneca and the national results were lower than they would have liked them to be, particularly with regard to family voice and choice.
The SFJPD does not currently use this data for the QA or CQI processes; based on the results of the last survey, SFJPD is considering training staff to incorporate family voice into their practice more effectively (i.e. increased recruitment of culturally reflective staff, started a youth advisory board etc.).

Systemic Issues:

With the expanded population served through Wraparound services, not all SFHSA cases are able to be inputted in CWS/CMS (e.g., guardianship cases), these cases need to be tracked separately.

In the last reporting period, SFHSA worked with the BAA, SFJPD, and BHS to develop and update CFT meeting curricula for both participants and facilitators that can be used by external partners (e.g., Wraparound agencies) to ensure alignment of facilitated meetings. The BAA is finalizing the draft curricula at this time. Establishing mental health services for Wraparound clients continues to be impacted by consent issues, which can delay service delivery and access to mental health services in out-of-county placements. In March 2017, San Francisco made some internal changes to help streamline this process. The Foster Care Mental Health unit, which serves as the managed care entity for

children in CWS, is currently going through a leadership and other staffing transitions.

The SFJPD is still in the process of hiring staff to assist with recruitment and retention of foster and adoptive parents. Given the current economic climate in San Francisco and high cost of housing, providers are struggling to hire staff in a variety of positions, including clinical positions. Recently interviews have been conducted and SFJPD will be looking to extend an offer to a candidate soon.

Evaluation:
The SFHSA continues to participate in regular planning calls with the Evaluation Team for both SOP and Wraparound. The SFHSA kept the Evaluation Team informed about their SOP fidelity monitoring. During this reporting period, the SFHSA shared SOP training data from BAA and fidelity data with the Evaluation Team. For Wraparound, SFHSA shared Seneca's data extract containing all children who were ever referred to Wraparound in San Francisco which they probabilistically matched to child welfare activity in the CWS/CMS with the Evaluation Team. There was a low survey response rate.
For SFJPD, data reporting challenges are centered around the sharing of information. An example has been the inability to obtain CANS information from DPH. The SFJPD continues to work through the city and county hiring process to establish their policy and planning unit to assist in data collection and still trying to hire a Title IV-E coordinator.

The SFJPD's local evaluation findings are not yet available. Their research questions are regarding:
Visitation Substudy: The Evaluation Team is conducting a sub-study, and the UC Berkeley Masters of Social Work (MSW) interns are doing the coordination for the county. The students have already completed the first phase of the project which included developing a draft tool. The students continued to work on their research project, which focuses on the following:

1. What share of children deemed eligible for supervised visitation actually receives it?
2. What are the profiles of eligible children who do and do not receive visitation?
3. In addition, the study seeks to design a draft visitation assessment tool that will be used upon removal and throughout

the out-of-home case to determine the appropriate level of visitation for each child.

The following is the status of evaluation activities.
Visitation:

During this reporting period, SFHSA prepared and transmitted an identified data set to the students. The data contain information about all children who received supervised visitation at San Francisco's FRC over the past few years, linked to demographic, case, and outcome information for all children in a FR case during the same time period. The students will report their findings, including a draft visitation tool in May 2017.
The SFHSA's CQI unit conducted 20 interviews with social workers in order to understand how, why, and under what circumstances they step families down to increasingly naturalistic visitation settings. The report is available upon request and has been shared with the Evaluation Team. The MSW students are using this study to inform their visitation tool draft.
The SFHSA participated with Westat on a number of calls to formulate the substudy plan and timeline.
Preliminary findings from the interviews found social workers were not systematically applying criteria to step families down to lower levels of supervision in their visits.
Clinically supervised visits are conducted by DPH and their designated contract agencies. The data is stored in their system, unavailable to SFHSA. SFHSA's visits that are not supervised by social service technicians, bachelor's level social workers, relatives/caregivers, or unsupervised visits are not systematically tracked, except in case notes. Supervised visits conducted at FRCs are well-documented in the FRC database. The MSW student study is focused on those data.
As the FRC data is imperfect, SFHSA has cleaned the data after matching it to CWS/CMS, and has suggested CWS/CMS client identification be added to the visitation referral form to facilitate more reliable matches.
Seneca is nearing completion of an internal evaluation. The SFJPD evaluation activities should be completed during the next reporting period. Some data collection challenges are the release of confidential information. Wraparound reinvestment funds supported a slight salary increase for Seneca staff in order to be competitive with the current market and support staff retention.

8. Santa Clara County

Interagency Collaboration:

Santa Clara Department of Family and Children's Services (SCDFCS) and the Santa Clara County Probation Department (SCCPD) continue to be active partners in their local Project Steering Committee and continue to co-facilitate and participate in its subcommittees:

- The Program Implementation Team;
- Data and Evaluation;
- Fiscal; and
- Communications Teams.

The Steering Committee, co-chaired by the SSA Director and Chief PO with other key executive leaders at the table, engaged in active decision making processes. The Department of Family and Children Services (DFCS) is one of four departments under the umbrella of the Social Services Agency (SSA). The CFP Consultant has continued to be involved as a partner with the project and the two departments. In addition, Chapin Hall has provided technical assistance to the Data and Evaluation subcommittee, and a charter was created for this subgroup.

The SCDFCS has had some staff changes. On January 9, 2017, Francesca LeRúe was hired as the new SCDFCS Director. Rocio Abundis remains as the Systems Change Manager, leading the Project. On November 7, 2016, Morena Cruz was promoted to a Senior Management Analyst.
Project Intervention: Santa Clara Department of Family and Children's Services

SOP/CPM

The SCDFSC projected to serve an average of 2,019 children, ages zero to 17, inclusive, in the child welfare system or those who were at risk of entering or re-entering foster care. The actual number of children served was 1,835. Based on year one baseline estimates, SCDFCS projected a 2.5 percent reduction per year in youth with open cases for years two to five. The SCDFCS does not believe it will ever be able to point, with any certainty, to any one strategy that is responsible for this change since there are so many confounding factors that contribute to the decrease. Because Santa Clara County is a California Partners for Permanency (CAPP) County, they have already been implementing the principles of the Child and Family Practice Model, the supporting

Safety Organized Practice model, coaching strategies and fidelity measure to ensure quality practice.   As the average number of 1,835 served is fewer than the projected number, SCDFCS has surpassed their projected goal, which was an average of 184 fewer youth in an open case for the reporting period. The projected number of children to be served during the next reporting period is 2,006.

The SCDFCS Family Systems Change Committee, also referred to as the Steering Committee, makes high level decisions pertaining to the three subcommittees- Program, Data and Evaluation, and Communications. The Steering Committee is currently developing a charter to define their roles and responsibilities in support of the work.

The SCDFCS is serving six zip code areas with the greatest disproportionality in general neglect referrals. The end goal is to reduce disproportionality of general neglect referrals specifically among African-Ancestry and Latino families residing in the 6 zip code areas.   The SCDFCS will assign three staff who will partner with all providers serving those communities, to include the schools and community members. Key partners will include the SCCPD's Neighborhood Safety Unit, BHS' School Linked Services, Public Health and the 211/United Way, among others. The role for SCDFCS will be to:

1. Leverage existing efforts from their key partners;
2. Link service providers together who may not already be partnering;
3. Facilitate conversations to improve collaboration and service delivery;
4. Identify any service gaps and opportunities to leverage community resources to fill the service gaps; and
5. Support the communities to sustain their efforts.

The SCDFCS has partnered with San Jose State University interns, placed within SCDFCS, to research existing educational materials to support messaging about what constitutes "general neglect" and what does not. As a start, interns are creating a PowerPoint, to be made available to trainers and public. The PowerPoint will be supported with a compilation of key community resources and an info-graphic supporting the topic, both already drafted. The PowerPoint presentation will end with a brief video vignette of a real profile example of a child welfare report and it will be used to

generate dialogue around those items outlined in the presentation. Main elements of the presentation will include:

- The definition of general neglect;
- How to differentiate between poverty and neglect;
- How to integrate a cultural humility frame and how to check for personal biases; and
- How being in the child welfare system affects children and families.

Through an extensive Request for Proposals process, Unity Care, International Children Assistant Network and ConXion were selected to take on the role of Cultural Brokers. The diversity within each of these service providers allows SCDFCS to reach the diverse needs of the Latino, African Ancestry, Filipino and Vietnamese communities. Services were launched on December 5, 2016. Data pertaining to clients served and outcomes will be made available in the next report. The Cultural Brokers program is showing a steady increase in referrals and engagement. Expanding the number of slots available through the DR service providers will decrease the service wait time for families served by SCDFCS. In FY 2015-16, the DR program stopped receiving funding from First 5 Santa Clara County. Through the use of one-time state funds, services continued to be provided to families; however, these one-time funds were exhausted, leaving the DR program with only half of the funds needed to support the program, which created a waitlist of over 100 families. Increased funding to the DR program will allow SCDFCS to expand slot capacity to over 90 additional families. Since the last report, SCDFCS expanded contracts for Unity Care and Gardner for FY 2016-17. As of February 14, 2017, these efforts helped to markedly reduce the DR waitlist to 18 referrals.

An incomplete activity is the development of ER flexible funding. The Parent Advocacy Pilot program needs to be submitted to the County Board for approval before the related positions can be filled and the project moves forward.

The SCDFCS has been successful in creating a dashboard of their projected outcomes and the Evaluation subcommittee monitors this data on a quarterly basis. The dashboard is shared with the Family Systems Change Committee. The key outcomes also align with their Strategic Implementation Plan and are listed below:

1. Reduction in total caseload;

2. Reduction of entries into out of home care;
3. Increase in relative placement; and
4. Decrease in group home placement.

See Appendix B for examples of SCDFCS' tracking dashboards. In comparing placement cost in FY 2016/17 over FY 2015-16, SCDFCS has observed the following changes:

- 9.5 percent decrease in overall placement and Wraparound services cost. (This is a comparison of the total FY 2016-17 projected Wraparound and placement cost with FY 2015-16 actual costs.)
- 18.9 percent decrease in foster family home placement cost.
- 12.2 percent decrease in foster care intensive treatment placement cost.
- 10.5 percent decrease in group home cost.
- Four percent decrease in foster family home placement cost.
- 25.3 percent decrease in relative placement cost.
  - o percent decrease in Wraparound services cost. (This is a comparison of FY 2016-17 projected Wraparound only services cost with FY 2015-16 Wraparound actual costs.)

The above fiscal findings are consistent with the programmatic data changes, highlighted below:

- There has been a consistent decrease in the number of youth in foster care placement.
- There has been a steady decrease in the number of youth placed in Relative/NREFM homes, largely due to the impact of implementing the RFA.

The components of SCDFCS' Child and Family Practice Model (CFPM) Fidelity Assessment process measures are all of the Core Practice Elements of the CFPM:

- Inquiry;
- Engagement;
- Self-Advocacy;
- Advocacy;
- Teaming Shared Commitment & Accountability;
- Well-Being Partnerships; and
- Recovery, Safety & Well-Being.

The SCDFCS' fidelity assessment takes place annually after case-carrying social workers complete CFPM training, and then annually thereafter. One child/youth per practicing case carrying social worker (Social Worker II/III) will be selected. An observation of the Caseworker's scheduled contact (i.e. a monthly home visit, a teaming meeting) with that identified child/youth, family, caretakers and/or members of their circle of support family will occur.

The fidelity assessment process was developed in partnership with families and the community. Community partners provide a unique perspective as observers of the interactions of staff with a family and their circle of support during a team meeting or family gathering. A CFPM Implementation Team member, Social Work Coordinator II, manager or supervisor and a community partner make up the observation team. In addition, a non-case specific survey will be periodically given to each implementing social worker as part of the process. Clear protocols are written for the various steps of the process including:

1. Case selection;
2. Team identification and roles;
3. The actual team meeting observation; and
4. Execution of the system support survey; and scoring and data for improvement.

At this point, SCDFCS fidelity assessment is designed to review a social worker's scheduled contact (i.e. a monthly home visit, a teaming meeting) with the youth, family, caretakers and/or members of their circle of support. The interaction may include the youth, family, SCDFCS staff and any supports (both natural or professional) the family identifies that can include any additional service providers. Their fidelity assessment process does incorporate the observations of all those participating in the FTM. Those observations are included in assessment scores. The SCDFCS currently does not have a separate system in place to implement a fidelity assessment among their providers.

In terms of some initial findings, the measurement system for each of the observed elements are measured on the following scale:

- "Not at all";
- 2- "A little bit";
- 3- "A moderate amount";
- 4- "For the most part" and
- 5- "Very much" and a default of "not naturally observed".

The data collected from the first 42 fidelity assessments conducted provided the following preliminary analysis and information:

- Approximately 72 percent of the scores were a four or better regarding clear communication or understanding about the safety and permanency issues to be addressed.

- Approximately 82 percent of the scores were a four or better regarding observing the family/team discuss supporting and sustaining relationships with people the child has identified as important to him/her or that others are aware are important to the child.

- Approximately 60 percent of the scores were four or better regarding observing the family and their team incorporating the child and family's cultural values, beliefs and traditions in team planning and discussions about the child and family's supports and services.

In terms of the fidelity assessment process, the community partners are ongoing key participants in scaling up the fidelity assessments process and improvements for SCDFCS as well as, helping addressing implementation barriers such as capacity, sustainability and support for staff.
As the SCDFCS is in the process of designing their CQI process, the department is exploring all the data sources that will help inform their practice, including fidelity assessments.
Project Intervention: Santa Clara County Probation Department

Wraparound:

The SCCPD projected to serve 40 to 75 youth during this reporting period. The actual number of youth served was 82. The SCCPD believes the higher number could be attributed to the Juvenile Justice Court Ordering Wraparound screenings for youth who they believe would benefit from immediate services. Additionally, there had been an increase of referrals requested by counsel, as Wraparound services are perceived as the fastest intervention/resource available for pre-adjudicated youth and families. Another factor to be considered was the reinstatement of a previously discontinued provider. Adding this provider increased the number of youth able to be served during the reporting period. The SCCPD continues to utilize the Wraparound service delivery model for three target populations:

1. Pre-adjudicated youth who are high need and moderate or high risk of escalating within the juvenile justice system;
2. Adjudicated youth who are moderate or high risk to re-offend and are at imminent risk of removal to out-of-home care; and
3. Youth who are within 60 days of graduating and completing the James Ranch program, re-entering the community and returning to their parent/guardian/caregiver.

There were 101 referrals for 82 unique youth who were served during this reporting period. Out of 82 unique referred youth, 37 (45 percent) were Pre-adjudicated youth, 33 (40 percent) were adjudicated youth and 12 (15 percent) were Ranch re-entry youth. Males accounted for 74 percent (61) of unique youth served during this time period. Based on unique cases, 61 (74 percent) were Latino, seven (nine percent) were Black, seven (nine percent) were White, four (five percent) were Asian/Pacific Islander, and three (four percent) were identified as Other/Multicultural. The projected number of youth to be served during the next reporting period is 40 to 75 youth for a total of 80 to 150 youth served for year four. The SCCPD continues to face challenges with youth having services closed due to a subsequent arrest for violation of probation or a new law violation that resulted in a detention stay in Juvenile Hall. This interruption in service is impactful to youth, as this is a time youth and families need additional supports to address triggers and re-entry planning. The SCCPD and SCDFCS have secured funding for Wraparound services when youth enter Juvenile Hall and final fiscal changes to allow this are in progress. The SCCPD will utilize Wraparound reinvestment dollars to ensure youth receiving Wraparound Services will continue to receive support despite being detained in Juvenile Hall or the Ranch for a period not to exceed thirty days. Once the process is fully implemented, Wraparound services will not cease, but rather the Wraparound team will continue to meet with the family and youth in custody. Keeping these services open will better prepare the family for the child's re-entry back into the community, and help identify triggers that resulted in the youth's return to Juvenile Hall, in an effort to prevent re-occurrence. During this reporting period, SCCPD had 49 closures; 51 percent were due to new law violations and 20 percent were due to violations of probation. Other closures (24 percent) were the result of warrants, returning to the Ranch or case not opening. One youth (two percent) graduated from Wraparound services and one youth (two percent) was a step-down to Progress Achieved Through Hope and Holistic Services, also commonly known as Path 2 Services, which is a dual diagnosis specialty court and service The SCCPD continues seeking best practices to

ensure positive outcomes for youth who are receiving Wraparound services.

The SCCPD continues to experience a reduction in the number of youth placed in out-of-home care prior to and post participation in the Project. The overall number of referrals to probation has decreased since 2011 and the total number of youth removed from their homes and placed in foster care placement has also decreased.

The SCCPD incorporated the Teaching Adolescents Skills in the Community program for the Ranch re-entry youth, with the goal to have additional services and prevent youth from failing the Ranch re-entry program. The Teaching Adolescents Skills in the Community program provides an immediate response to the non-criminal behaviors of moderate to high risk youth who do not or cannot comply with orders assigned to them by either the Courts or their PO's. Youth who participate in this structured program are supervised as they perform public service work out in the community and provides a learning environment where they can improve their work habits and enhance their practical skills. While developing these skills, the youth will increase their sense of responsibility and accomplishment while giving back to the community. Traditionally, the Teaching Adolescents Skills in the Community program was not used for Ranch re-entry youth; however, this program is now being utilized to support youth and prevent program failures.

It was reported in the October 1, 2015, through March 31, 2016, Semi-Annual Progress Report there was an unfortunate event with one of the Wraparound providers due to a serious incident. As a result, services were ceased and information about that provider was not reported. It should be noted corrective actions were made and the provider resumed services on December 1, 2016.
As a result of discontinuation of services rendered by the noted provider, cases assigned to this agency were reviewed before the RISC Committee and a plan devised based on the continued needs of the youth and family. In the majority of cases the youth were stepped down to a lower level of support services, such as Katie A or Full Service Partnership (FSP), graduated as successful, and/or dismissed from Probation. In the event the youth required additional support through Wraparound Services, the discontinued provider ensured closure services were rendered and a friendly warm hand off to the new provider occurred. The SCCPD, as well as all providers, collaborated to ensure a continuum of services to the afflicted youth and families. Furthermore, during the time of

having one less provider, all wraparound cases were distributed equitably among all remaining providers.

The SCCPD continues working with their in-house Information Technology Division to develop an internal database to facilitate data tracking for youth who are receiving Wraparound services. The database is in the testing phase and is scheduled to be launched by Summer 2017. The SCCPD continues to use the Juvenile Assessment and Intervention System to track risk level and is tracking all youth who are receiving Wraparound services. Examples of data being collected and analyzed are reasons for closure and outcomes.

At this time, there were no measurable direct or indirect fiscal findings or trends to report, as the SCCPD utilized existing personnel and resources to provide additional intensive services patterned after the Wraparound model. The SCCPD will continue to monitor the intervention activities to enable them to capture changes and trends in the future.

Trauma:

The number of youth screened and assessed for trauma are as follows:

- Rebekah Children's Services (RCS) reported 12 youth screened during this reporting period. Of the 12 youth, eight youth were screened more than once.
- Starview screened and accessed 50 youth for trauma.
- Uplift Family Services served 34 youth. All the youth experienced some type of trauma in their history.
- Seneca reported 41 youth screened and assessed for trauma.
- Unity Care screened 13 youth.

The types of trauma youth are screened and assessed for include:

- The RCS used the CANS.
- Starview screened and accessed trauma using the Life Events Checklist 5, CANS, and University of California at Los Angeles Post Traumatic Stress Disorder Scale.
- All the young persons served by Uplift Family Service's Wraparound programs (for at least 60 days) received a complete comprehensive mental health assessment which, in addition to a diagnosis and mental status exam, describes

psychosocial history including individual and family history of mental illness, prenatal/developmental histories, co-occurring issues/needs and cultural considerations to fully explore the impact of trauma. Additionally, staff engages in ongoing assessment through prompts within the electronic health record to report new traumatic events with each service. Staff additionally utilize the CANS at admit, every six months, and discharge.

- Seneca used the CANS assessment, and individual and family interviews to assess for trauma.
- Unity Care used the CANS at the 30 days and six months intervals, Five Pillars Monthly, Mental Health assessment at 30 days and Team Observation Management Tool annually.

The number of youth that received any portion of EBIs and the types used are:

- The RCS reported 12 youth received EBIs, primary Seeking Safety, TF-CBT, Seven Challenges and motivational interviewing.
- Starview reported 50 youth received TF-CBT, motivational interviewing, seeking safety, Cognitive Behavioral Therapy (CBT), Transition to Independence Process and family systems interventions.
- Across all direct service positions Managing and Adapting Practices (MAP) is the primary Evidenced Based Practice (EBP) used in Wraparound at Uplift Family Services. As a second generation EBP, MAP provides a comprehensive framework to address Anxiety (including traumatic stress), Depression, and Disruptive Behaviors. The MAP is designed to coordinate and supplement the use of EBPs for children's mental health. Clinicians/facilitators use the PracticeWise Evidence Based Services Database to identify empirically derived treatment interventions (elements) based on the unique characteristics of each young person. These core clinical care elements are implemented within the CFT meeting through the Wraparound planning process. All 34 young persons served received a combination of the following trauma-informed EBIs:

Activity selection	To introduce mood-elevating activities into the child's day.
Assertiveness Training	To teach youth how to express needs or intentions appropriately.
Psycho-Education: Anxiety	To introduce a course of treatment for anxiety or phobias.
Psycho-Education: Depression	To introduce a course of treatment for depression.
Cognitive Restructuring: Anxiety	To address thoughts that maintain or intensify anxiety and avoidance.
Cognitive Restructuring: Anxiety	To teach younger children how their thoughts can influence their anxiety, especially when such thoughts interfere with treatment.
Cognitive Restructuring: Depression	To counter negative ideas that interfere with mood or motivation.
Exposure	To decrease anxiety associated with an object or situation.
Problem Solving	To provide children with a systematic way to negotiate problems and to consider alternative solutions to situations.
Relationship/Rapport Building	To foster a positive and trusting therapist-client relationship.
Relaxation	To introduce relaxation training and its use in controlling tension.
Self-Monitoring	To illuminate areas of concern and provide important information about treatment progress.

- Seneca reported 43 youth received EBIs.

- Unity Care reported 13 youth received EBIs. The EBI types are Aggression Replacement Therapy Interventions, MI, TF-CBT and CBT Interventions MAP.

The percentage of youth who made progress or met treatment goals at reassessment included:

- The RCS reported 100 percent made progress or met treatment goals at reassessment. Eight out of eight youth, made progress in at least one Life Domain.
- Starview reported 100 percent of youth made progress toward their goals at reassessment. Only 83 percent of those discharged met or partially met their treatment goals.
- Uplift Family Services reported youth improved or maintained (to non-actionable level 0,1) based on paired CANS data (N=8) in the following areas. Note, due to the limited timeframe, the N is very small; however, the data suggests improvement was occurring in a variety of areas for all youth as follows:

Youth Behavioral/Emotional Needs (Child Behavioral/Emotional Needs) domain	Anger Control	6 (75%)
	Conduct	5 (63%)
	Impulsivity/Hyperactivity	4 (50%)
	Oppositional	3 (38%)
	Substance Use	2 (25%)
Youth Risk Behavior (Child Risk Behavior) domain	Social Behavior	7 (88%)
	Judgment	5 (63%)
	Runaway	4 (50%)
	Delinquency	4 (50%)
Life Domain Functioning	Social Functioning	6 (75%)
	School Behavior*	4 (67%)
	Sleep	5 (63%)

	School Achievement*	4 (57%)
	School Attendance*	3 (43%)
	Recreation	3 (38%)
	Family	3 (38%)
	Living Situation	2 (25%)
	Legal	0
Trauma Module	Witness to Community Violence	8 (100%)
	Emotional Abuse	5 (63%)
	Witness to Family Violence	5 (63%)

*Missing data (N<8)

- Seneca reported 27 youth who were part of this subgroup discharged from services during the reporting period. Of these, 41 percent partially met their treatment goals and 59 percent of clients did not meet their treatment goals. Twenty-two percent of clients moved to a lower or stayed at the same level of service.
- Unity Care did not have result for this reporting period due as the youth six-month reassessment had not been reached.

The number of parents/caregivers screened, assessed and/or treated for trauma:

- The RCS reported the parents/caregivers for all 12 youth were screened/assessed for trauma. The caregiver's trauma is informally treated within the context of caring for the primary youth. The teams also assisted the parent/caregiver in accessing adult mental health services when more in-depth trauma treatment is indicated. Linkage in assisting the parent/caregiver in accessing trauma treatment was given to six parents during the review period.

- Starview did not screen, assess and/or treat for trauma. However, if a need for treatment is noted, caregivers are referred to adult services. Caregivers are educated about trauma through youth services.

- Uplift Family Services reported parents and caregivers are not specifically assessed for trauma; however, their histories are incorporated in the youth's mental health assessment as indicated. Parents/caregivers are an integral part of EBIs provided in MAP as treatment interventions are distinctly formulated to target the young person or parent/caregiver. Specifically,, the following EBIs are implemented with the parent/caregiver:

Communication Skills: Basic	To teach the caregiver to help the child develop a repertoire of functional language.
Communication Skills: Advanced	To help facilitate more positive parent-child communication.
Goal setting	To assist the child and family with identifying and achieving desired outcomes.
Modeling	To facilitate instruction of a skill through demonstration.
Caregiver Psycho-Education: Anxiety	To introduce a caregiver course of treatment for child anxiety or phobias.
Caregiver Psycho-Education: Depression	To introduce a parent course of treatment for child depression.
Caregiver Psycho-Education: Disruptive Behavior	To introduce a course of treatment for disruptive behavior problems.
Praise	To increase a child's appropriate behavior.
Time Out	To decrease the occurrence of undesirable behavior.

a formal screening or assessment in place for caregivers. As part of the treatment model, all parents receive some of the above listed EBIs as the services include the entire family.
- Unity Care had 13 parents/caregivers screened and/or treated for trauma.

The number of clinicians trained in trauma focused EBIs include:

1. The RCS reported all clinicians in Wraparound are trained in EBIs.
2. Starview has 100 percent of clinicians trained in trauma focused EBIs.
3. Uplift Family Services reported all 11 clinicians/facilitators are trained in MAP. Additionally, eight are trained in motivational interviewing and six clinicians/facilitators are also trained in TF-CBT. Thirteen Wraparound staff are certified trainers of the National Compadres Network's El Joven Nobles curriculum, six Cara Y Corazon trainer, and one Xinachtli.
4. Seneca reported all 15 clinicians serving youth enrolled in one of the programs are trained in utilizing EBIs.
5. Unity Care had 13 parents/caregivers screened and/or treated for trauma.

The SCCPD continues to monitor the following components: Engagement, Teaming, Case Plan Goals, and Transition Planning. The staff is monitored on a monthly basis, but the Family Preservation Unit Supervisor is available to assist staffing cases when the need arises.

Methods for assessing fidelity from the SCCPD supervisor include in-field observations of the CFT meetings, collaboration in teaming, and the problem-solving process. Feedback is provided 360 degrees to and from supervisor to staff and vice versa. "Fish Bowl" conversations remain in existence to assist staff sharing ideas together regarding the Wraparound process and best practices. "Outside of the box" thinking is encouraged to offer a "never give up" attitude. Collected feedback is discussed to further improve the delivery of services to the youth. Fidelity is assessed by POs in two categories:

1. Wraparound PO and
2. Resource Intensive Service Committee (RISC) Coordinator PO. Wraparound POs regularly check in with the youth and their families to ensure needs are being met and the Wraparound process is collaborative. Wraparound providers provide the youth and family satisfaction surveys in which results are often shared with SCCPD staff. The RISC Coordinator PO continues to attend monthly oversight meetings with all providers to ensure contractual domains are present and relevant. During this reporting period, SCCPD staff attended Trauma and Youth in Juvenile Justice System Training, and Wraparound Implementation for PO's. The SCCPD staff continue to participate in the California Wraparound Committee, Wraparound Collaboration, and the Northern California

Wraparound Hub meetings to discuss alternative practices and new concepts.

A constant flow of communication is used to assess fidelity amongst SCCPD providers. Open lines of communication remain paramount in developing problem solving techniques. The RISC Coordinator PO continues to serve as a liaison for providers. Ongoing informal and formal discussion with providers proves to aid in guiding alternatives to problematic cases. Quarterly meetings with providers and "mixers" serve to highlight engagement and continual collaboration.

The SCCPD's Family Preservation Unit Supervisor has observed the confidence and knowledge of the POs has increased in the Wraparound process. The supervisor also believes this is due to the POs understanding the purpose and elements of the Wraparound process. In addition, the observation of real time CFTs has given the supervisor the opportunity to check in with parents, youth and providers to troubleshoot any concerns or challenges.

System Issues:

There are continued issues with SCDFCS' data quality affecting the integrity of the overall data reporting and structure for determination of service delivery effectiveness. The challenge has been to inform and motivate standardized practice regarding data entry and balancing the practice and documentation of service delivery by social workers through the management information system decision support solutions and partnership.

Identified as contributors to SCDFCS outcomes are the CFPM, participation in the Project and use of SOP, continued implementation of SDM (including a case review process by the supervisors), utilization of reflective practice and supervision, utilization of coaching supports and moving to become a trauma informed system. The challenge in ensuring the practice improvements match the goals lies in the case review portion of this process. The four previous staff who were permanently certified will act as the 1st level QA staff. Case reviewing is a process the county hopes to institutionalize as one component of a greater CQI system. The SCDFCS is looking to initiate a formal CQI process as part of its short and long term processes. In addition, SCDFCS is currently developing a formal, internal critical incident case review process in order to standardize and ensure consistency in how high

profile cases or situations are handled (such as death or serious injury to a child, civil litigation and media coverage).

The SCDFCS hired Moore Lacofano Goltsman, a firm to conduct marketing, communications and strategic planning services for resource family recruitment. The initial phase of this work involved researching current practices within SCDFCS include best practices in recruitment of resource families from around the state and the country and engaging internal and external stakeholders in assessing needs and opportunities. A summary of the activities undertaken during the research phase of this project include a review of current practices, stakeholder interviews, best practices and conducting focus groups.

Next steps of this process are to craft a recruitment plan to utilize all of the information generated from these research activities and propose a set of strategies in these goal areas. The strategies include expanding outreach and recruitment efforts to attract new families to the RFA process, enhancing internal processes, procedures and practices to improve recruitment, retention and support of resource families and strengthening existing and build new partnerships, both within SCDFCS and with other agencies and community groups to attract, retain and support resource families.

Over the next three months, the consultant team will generate and test a range of marketing and communications strategies for web-based, media and print collateral. These tools will be targeted to high-opportunity audiences, using messages that derive from best practices and from a series of focus groups with key stakeholders. The campaign development process will culminate in a set of communications pieces that will be available for implementation in the coming FY. Recruitment efforts continue in the modalities outlined in last report.

As of March 31, 2017, SCDFCS continues to implement SDM at all levels. All supervisory and management staff utilizing SDM completed a two-day advanced training. Unit based training was provided on an as requested basis. Further exploration for training and technical assistance is being explored to increase competence and integration into daily practice. They partnered with SCCPD and their community, inviting them to the trainings on an ongoing basis. The SCDFCS and SCCPD continue to partner around their dually involved families and youth. The dually involved youth units have a unique training plan SCDFCS and SCCPD participate in jointly. The SCDFSC has expanded that unit and will be scheduling

a new cohort training called Core 3.0. They have transitioned the on-boarding process of their newly hired social work staff from Core 2.5 to Core 3.0. The SCDFCS is in their first cohort of this training on-boarding series. This includes the integration of county specific training needs, skill building, shadowing and reflective coaching. As a Project county, SCDFCS continues to strengthen the use of SOP tools to support their CFPM, embed coaching to support staff at all levels as well as support and strengthen the use of the CFPM.

Agency collaboration continues to be a strength for Santa Clara County, and has a history of collaborating internally to ensure effective implementation and buy-in at all levels. Santa Clara County has a Steering Committee that meets monthly to make critical decisions and various subcommittees that represent the staff voice in program design, implementation strategies, and evaluation. In addition to partnering closely with SCCPD, SCDFCS also works with Behavioral Health on CCR implementation, School Linked Services, United Way – 211, the local school districts and schools, community based organizations, public safety officers, community members and many others as needed.

With the generous support of CFP, SCDFCS partnered with Chapin Hall, and the University of Chicago in support for the development of CQI systems. To begin the process, an extensive mapping exercise which involved supervisors, managers and other key stakeholders from SCDFCS and the Social Service Agency took place. This process map serves as a graphical representation of the sequence of steps families may go through in the child welfare system process.

The map of the child welfare system is complex with multiple decision points to consider and identifies those decision points that must be considered when families are going through the system. It demonstrates the level of services and interventions that are responsive to safety and risk factors. The mapping process allows SCDFCS to evaluate the child welfare system, helps them to discuss improvements and better document their standards of practice.

The next steps are to add additional overlays, or interventions to the map, including:

- Prevention services to ensure family's needs are being met in the community and, therefore, not entering the system;

- Prevention services to ensure families do not return into the system after exiting;
- Points of where the SDM process and SOP tools are applied; and
- The impact of the new CCR regulations.

The SCDFCS is working on finalizing these overlays and, more importantly, discuss lessons learned in the process and system improvements. The mapping process will serve as an ongoing CQI strategy to allow SCDFCS to continue evaluating how services are provided.

The SCCPD management information system is currently in development.

Evaluation:

Statewide evaluation updates are the continuation of the SCDFCS' active participation and are done by participating on calls and proactively providing feedback to the evaluation processes as they roll-out. In addition to monthly ESC calls, SCDFCS communicated with the Evaluation Team via phone on a quarterly basis to process the strengths and challenges of the staff and parent survey process and offered feedback for improvement. In May 2017, Santa Clara County will take the lead in the conference call, to share their best practices in conducting fidelity assessments. In addition, the SCDFCS consistently sends a diverse team to attend all SOP collaborative meetings. The SCDFCS is currently preparing for the upcoming Evaluation Team and CDSS site visits in July 2017 and August 2017, respectively.

The SCDFCS continues to leverage the support from CFP and brings in a team from Chapin Hall to help the SCDFCS design a sustainable CQI system to more intentionally use their data to inform practice. To date, Chapin Hall has facilitated multiple systems mapping sessions, allowing the department to take a close look at all of the decision points a family encounters from system entry to exit. From this process, the next steps are to ensure that SCDFCS strategies clearly align with their outcomes and SCDFCS is able to identify implementation gaps to address them. Secondly, SCDFCS needs to explore every decision point on their service map and assess if they have the right tools in place to inform the best decisions. Lastly, the SCDFSC needs to explore policies, resources, workforce and infrastructure needs, to be aligned with outcome achievement. The end result of this process is a

functional and systemic CQI structure that will support SCDFCS's commitment to quality services that meet the needs of their families.

The SCCPD's statewide activities include active participation in all statewide implementation and evaluation activities. The SCCPD staff was involved in all Wraparound trainings and meetings, including monthly oversight meetings, RISC weekly meetings, critical incident multi-disciplinary teams, monthly oversight meetings with each Wraparound provider, and Wraparound collaborative gatherings.

The SCCPD continues its participation in monthly Wraparound Community Team Meetings. The SCCPD are also represented as Co-Chairs and participants in all four Well-Being subcommittees within Santa Clara County where SCCPD staff are committed to the successful implementation of Wraparound services to the youth and the families they served.

The SCCPD staff and stakeholders participated in a web survey on September 2016 that focused on the delivery of Wraparound services. In addition, SCCPD assisted in the administration of a parent/guardian survey delivered to families currently receiving Wraparound services. The SCCPD in conjunction with the Evaluation Team and SCDFCS debriefed on the lessons learned about administering both surveys and focused on improving the response rate for the next round of surveys scheduled for Fall 2017. The SCCPD is also coordinating quarterly data sharing between providers and the Evaluation Team. In addition, SCCPD delivered historical Wraparound data reporting back from 2011, which capture the evaluation of services rendered. The SCCPD are now scheduled to provide Juvenile Assessment and Intervention System data semiannually and the first scheduled data transfer is due in July 2017.

The SCCPD has been working diligently on redeveloping their Wraparound Logic Model. This is to ensure SCCPD generates a clear and shared understanding of how the principles of Wraparound services work, support program planning and improvement, and serve as a foundation for evaluation. Wraparound providers had the opportunity to provide feedback that was incorporated into the new and improved Wraparound Logic Model, supporting the established partnership with them. The Data and Evaluation Subcommittee represented by leadership from SCCPD, SCDFCS, and the Office of Cultural Competency will be reviewing the Project Cross-Cutting Logic Model, while focusing on

the collaboration between both departments, to provide best practices to the families served. The SCCPD also developed an evaluation plan that guides the Probation Project Management Team and serves as the foundation for programmatic goals and evaluation of outcomes.

The SCCPD, SCDFCS, and the Office of Cultural Competency presented a proposed framework for a new combined report titled "A Cross-System Coordinated Report on Key Efforts to Support Child Safety and Well-Being," that will identify cross-cutting goals and initiatives addressing disproportionality in child welfare and juvenile justice systems. The team recommended combining three current reports reviewed by the Children Senior Family Committee governed by the Santa Clara County BOS. The main purpose of the re-envisioned report submitted to Children and Senior Family Committee on March 30, 2017, is to bring attention to key programmatic efforts and processes that are critical to child, youth, family safety and family well-being. Reports are due in March and September of each year.

The SCCPD, along with system partners and County Counsel, is currently working on a MOU to facilitate CANS data sharing. The CANS data will provide measurable information regarding well-being indicators for youth receiving Wraparound services. The imminent creation of the Wraparound database will automate data collection. The SCCPD's Project Management Team is also developing dashboards for the Wraparound program.

9.   Sonoma County

Interagency Collaboration:

Sonoma County Human Services Department and Sonoma County Probation Department continue to meet once per quarter to discuss the programmatic and fiscal status of the Project. The leaders from program and finance of both departments attend the interagency quarterly meetings on a regular basis. In February 2017, representatives from both Sonoma County Human Services Department and Sonoma County Probation Department formed a workgroup to create a systematic way to share the benefits and accomplishments of the Project to internal county officials and the community audience. The next quarterly meeting is planned for April 2017, to further develop the workgroup's message and plan next steps for the publication design. The publication is intended to communicate to staff and the Board of Supervisors the following:

1. Engagement, experience, and outcomes
2. What services are being provided by the wavier funds

Project Interventions: Sonoma County Human Services Department

SOP

Sonoma's Family Youth and Children's Division (FYCD) served 2,109 children, exceeding its expectation of a projected 1,800 children served during this reporting period. Sonoma's FYCD estimates it will serve 2,000 children in the next reporting period.

The integration of SOP into practice supported the increasing number of children and families served in Sonoma County. Supervisors and managers have continued to reinforce the integration of SOP in practice at every step of the referral and case planning process. Support from Sonoma FYCD management has contributed to a smooth implementation process of SOP into CWS and case planning. Sonoma's FYCD management team created a SOP implementation guide which will be disseminated to all staff in April 2017.

Sonoma FYCD has an array of prevention services to prevent removal from the home. Sonoma FYCD reported services have been at or over capacity since the launch of SOP in the county. The volume of referrals to community prevention services is attributed to the intervention insofar as those services reinforce the intervention's philosophy of safety focused, family engagement in services rather than court ordered CWS. In recognition of a perceived plateau with SOP penetration, the SOP Implementation Committee has identified areas of additional focus/planning to be able to deepen SOP practice at various junctures in casework. Some of these areas will necessitate additional advanced training such as activating networks of support. The level of acuity in families being referred to CWS has intensified and resulted in a spike in the number of children being brought into care. The number of petitions filed increased by 38 percent in 2016 over the 2014 rate. The increased rate of referrals and petitions in child welfare has created workload challenges for agency social workers. As a result, some social workers have faced higher risks of overlooking SOP practice in some circumstances.

Sonoma FYCD developed a new review checklist to measure the use of SOP elements by service component. Ongoing monitoring

of SOP service components will consist of a random selection of one referral or case per social worker for review by the unit supervisor each month.   The data will be collected and entered into the Apricot database for reporting.   Implementation date of the measurement checklist is scheduled for August 1st, 2017.

Project Intervention: Sonoma County Probation Department

Wraparound:

Sonoma County Probation Department projected serving 55 youth during the current reporting period. The agency was not able to reach its projected number served, providing services to a total of 47 youth, ages 13 to 18. Sonoma County Probation Department reported experiencing a low number of youth transitioning from Probation Camp to ICM this reporting period. The decrease of youth transition to ICM was a result of low youth performance in camp programs, ultimately resulting in a delay in program completion. Wraparound services are provided to youth transitioning from Probation Camp. Sonoma County Probation Department ensures the Probation Camp commitment order is vacated and the minor is retained a ward of the court in the home of the parent at the time case management services are provided. Sonoma County Probation Department projects to serve 45 youth in the next reporting period.

Sonoma County Probation Department measures fidelity to Wraparound engagement and case plan goals components. Monthly assessments of needs and strengths are completed to monitor engagement in Wraparound. Other fidelity activities include the assessment of quarterly file reviews to monitor case plan goals. Sonoma County is working to develop a methodology to assess fidelity among community providers and expects to simplify the fidelity monitoring with the implementation of an automated case management report.

Systems Issues:

Sonoma FYCD experienced issues with Foster and Adoptive Parent Licensing, Recruitment and Retention. With the new RFA regulations effective January 1, 2017, the challenges have been to initiate the changes in procedures to meet state regulations. Recruitment efforts have been effective with over 90 individuals attending the informational sessions provided by the county.

Evaluation:

Sonoma County began implementing the web-based database, Apricot, effective January 1, 2016. Apricot is used for recording information on Together to Enhance, Act and Motivate (TEAM)/TDM meetings. Sonoma County provided the Evaluation Team the first data transfer of TEAM/TDM meetings data from the Apricot database during this reporting period.

The Evaluation Team provided Sonoma FYCD social workers, supervisors and managers as well as service providers a web-based staff survey on September 19, 2016, to October 3, 2016. The survey served as an evaluation project to gauge staff and provider input on the Project. Results from the Evaluation Team are forthcoming.

From the previous reporting period, Sonoma FYCD expected to mail out family surveys with self-addressed stamped envelopes to the Evaluation Team in order to enable them to monitor family engagement and satisfaction rates of the Project interventions. Survey distribution plans consisted of social workers and delivering surveys to all families with FR and FM cases along with mailing surveys to all families with ER referrals. In October 2016, Sonoma FYCD mailed 221 Parent Guardian Surveys to families with an ER referral and 495 surveys were distrusted to social workers to hand deliver to all parents in FM and FM cases Sonoma FYCD experienced a low response rate from the surveys with a return of 19 surveys from the mailed surveys to families with ER referrals and a response of ten surveys from to families with FM and FR cases.

Sonoma County Probation Department contributed to the participation of Parent and Stakeholder Surveys for Wraparound Services, with response rates reported to be good. Sonoma County Probation Department was able to provide administrative data to the Evaluation Team. There was a lack of data availability from the Wraparound provider, Seneca, which served as a reporting challenge. Sonoma County Probation Department is working to provide more clarity around specific data points. The completed family surveys from Sonoma FYCD and Sonoma County Probation Department were sent to the Evaluation Team for further data extractions and analysis. Sonoma County anticipates to receive a survey summary from the Evaluation Team in early May 2017.

III. Project Evaluation Status

    A.   Statewide Activities

        Please see Appendix C.

IV. Recommendations and Planned Activities

    A.   Planning and Development

        1.   Butte County

Under the Project, Butte County CSD found that due to the federal capped funds, substantial additional local funds beyond the required match had to be used in order to maintain adequate levels of service. Butte County is unable to continue providing overmatching funds for the Project interventions:

    1. SOP;
    2. KSSP;
    3. Voluntary Wraparound Services; and
    4. Wraparound.

Thus, Butte County Department of Employment and Social Services and BCPD are exiting the Project effective July 1, 2017.

        2.   Sonoma County

Sonoma County submitted county plan amendments to the CDSS, effective March 1, 2017. Sonoma FYCD continues to use the CANS Screening and Assessment intervention and added the Parent Orientation/Parent Mentor Program and Housing Assistance and Permanency Program. The Parent Orientation/Parent Mentor Program provides parents tools to develop relationship with social workers, attorneys, and other parties in juvenile dependency cases. Parents are also offered a mentor/role model for support when in the FR program. The partnership and emphasis on parent involvement will attribute an increase of FR. Sonoma FYCD is implementing the Housing Assistance and Permanency Program to support families in FM and FR programs with intensive support services in the attainment and maintenance of housing stability and permanency. The program goals will align with the Project objectives, refining the array of services to families in order to reduce out-of-home placements and improving family well-being.

B.   Planned Activities (April 1, 2017 through September 30, 2017)

Project communication and technical assistance activities will continue throughout the next reporting period. The CDSS will continue to partner with counties and stakeholders such as CPOC, CFP, the Regional Training Academy and the RCFFP, assessing implementation needs and opportunities for cross-agency communication and collaboration. The CDSS will also continue to hold collaborative opportunities through SOP and Wraparound collaboratives scheduled in June 2017. The CDSS, in collaboration with UC Davis and CFP, will coordinate ongoing SOP Executive Series convening's with child welfare directors to further discuss Project implementation, fiscal trends, programmatic technical assistance and evaluation measures beneficial for successful Project outcomes. The CDSS RDTSB Program team will collaborate with stakeholders including CFP and CPOC in planning efforts for a quarterly convening series for Probation Directors to build strong partnership among county leadership representatives.

The CDSS will continue providing technical assistance, including program visits and fiscal monitoring reviews. Additionally, CDSS will continue to disseminate and collect county intervention expenditure data through the QFSF and will continue to research and respond to fiscal questions submitted by Project county staff. The CDSS will also continue holding Quarterly Individual County Calls with representatives from each county child welfare and probation, the Quarterly Project Update Calls with all participating county agencies and stakeholders, a bi-monthly Probation Call with all participating county probation agencies and quarterly fiscal calls with both child welfare and probation.

The CDSS supports the Evaluation Team in their efforts. The Evaluation Team set up a secure data transfer process, called File Transfer Protocol, to obtain fidelity from agencies (and case management data from probation agencies) on a quarterly basis. Through discussions with the counties, the Evaluation Team is providing technical assistance to agencies to further define their target populations. The Evaluation Team plans to continue discussions with CDSS and county staff to improve processes for Parent Guardian and Staff Survey administration. The Evaluation Team will be working with Project stakeholder, *i.e.* Communications, to provide Project counties with support through communication and messaging for Project evaluation surveys. The Evaluation Team will continue working towards defining a regular process for obtaining state and county fiscal data.

Process Study:

- The Evaluation Team will continue discussions with CDSS and county staff to improve processes for Parent Guardian and Staff Survey's. *i.e.* Communications will provide support with county communications and messaging.
- The Evaluation Team will conduct initial analysis of county fidelity data obtained thus far.
- Summer 2017 data collection efforts and site visits will commence.
- The CDSS and the Evaluation Team are working closely with UC Davis Resource Center to provide Project counties with fidelity training and tools to support the evaluation.

Outcome Study:

- Discussions between the Evaluation Team, CDSS, and counties will continue around increasing response rates on FSNA and CSNA. The ESC recommends the two assessments as a common measure of well-being across all Project counties; however, the strategy and process of increasing response rates is still to be determined. i.e. Communications will provide support with messaging to county staff.
- The Evaluation Team will continue discussions around accessing CANS data in counties who utilize it. The issue is since CANS data is housed in the county Mental Health agencies, case-level data cannot be shared with CWS or County Probation Department agencies without parental consents.
- The Evaluation Team will continue to receive, log and analyze data from agency case management systems to prepare for interrupted time series analyses.

Cost Analysis:

- There will be continued discussion between the Evaluation Team and CDSS to ensure the Evaluation Team understands and builds familiarity with CDSS fiscal data sources.The Evaluation Team will begin initial analysis of fiscal data received thus far.

Sub-studies:

- Data collection to begin in June 2017 for both Sacramento and San Francisco Counties outcome studies.
- The Evaluation Team will continue to finalize the study design for cost studies in Alameda and Los Angeles Counties.
- Approval from the Committee for the Protection of Human Subjects will be obtained for the outcome and cost sub-studies.

Communications and Deliverables:

- The ESC meetings (webinar) will continue to occur the first Thursday of each month at 11:00 am.
- The Evaluation Team will host quarterly calls with each county (both agencies).
- The CDSS and the Evaluation Team will continue to plan for and attend the Annual Title IV-E Meeting in Virginia. The Project team's proposal related to family engagement and trauma-informed practice in Sacramento County was accepted, and CDSS and Sacramento County staff will present at the meeting in June 2017.
- The Evaluation Team will attend an evaluation convening hosted by CFP in late April 2017.
- The Evaluator's Appendix for the Semi-Annual Report to ACF is due April 30, 2017.
- The Interim Evaluation Report is due to ACF May 31, 2017.

Appendix A: (Butte Questionarie)

Child Family Team Meetings and Wraparound	Strongly Agree	Agree	Disagree	Strongly Disagree
Awakening Solutions Counseling and Probation Team members honored and valued my family strengths?	4	3	2	1
My ideas were listened to and used in creating the plan	4	3	2	1
The plan to meet family challenges used my family strengths.	4	3	2	1
All team members (family members, professionals, and other people) invited to the meetings were given tasks to do.	4	3	2	1
The Child Family Team plan help my family get what we needed.	4	3	2	1
I feel that my family will be able to succeed after it has graduated from the Strengthening Families program?	4	3	2	1
I feel that if I have a challenge come in your family after graduating that you can call an Awakening Solutions Counseling or Probation staff member for help.	4	3	2	1
Strengthening Families	4	3	2	1
Strengthening Families improved my ability to listen.	4	3	2	1
Strengthening Families taught me how to communicate better	4	3	2	1
Strengthening Families taught me how to problem solve better.	4	3	2	1
Strengthening Families improved my relationships with family members.	4	3	2	1
I (or my child) is doing better at school.	4	3	2	1
I (or my child) am/is less likely to break the law.	4	3	2	1
Awakening Solutions Counseling and Probation Staff Members	4	3	2	1
Awakening Solutions Counseling staff and Probation Staff treated me with respect.	4	3	2	1
Awakening Solutions Counseling staff and Probation Staff wanted to hear what I had to say.	4	3	2	1
Awakening Solutions Counseling staff and Probation staff were interested in our family succeeding.	4	3	2	1
Awakening Solutions Counseling staff and Probation staff kept their agreements with the family.	4	3	2	1

Appendix B: Lake County's Initial Preliminary Data

Child Welfare Referrals to Redwood Community Services Family Wraparound

Number of Referrals per Month	Cumulative Number	Number/% Graduated
March 2015	2	-
April 2015	3	-
May 2015	3	-
June 2015	5	-
July 2015	8	1/13%
August 2015	11	2/18%
September 2015	12	2/17%
October 2015	17	7/41%
November 2015	20	7/35%
December 2015	24	11/46%
January 2016	25	15/60%
February 2016	27	20/74%
March 2016	29	22/76%
April 2016	31	23/66%
May 2016	35	23/66%
June 2016	41	23/56%
July 2016	41	25/61%
August 2016	43	25/58%
September 2016	43	28/65%
October 2016	45	29/64%
November 2016	45	30/67%
December 2016	46	30/65%
January 2017	48	31/65%
February 2017	49	31/63%

Family Wrap: CWS Families Referrals & Graduates
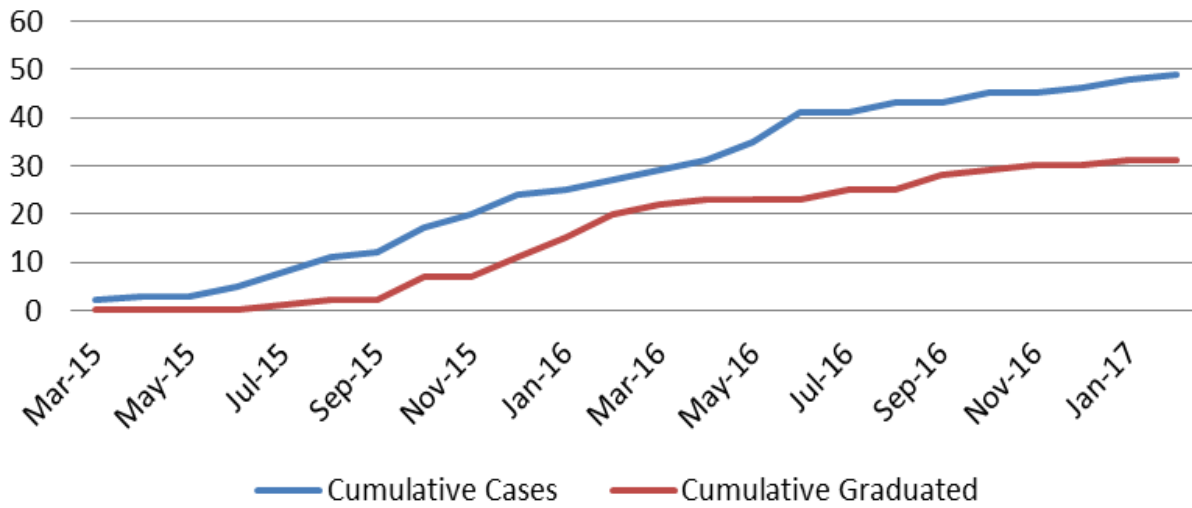
March 2015 - February 2017				
Demographics of CWS Families Referred to Family Wrap	Overall Total N=49	Graduating Families N=31	Not Graduating Families N=13	Still Open N = 5*
Average # Days in Family Wrap	95 days	100 days	84 days	NA
Average Change in Total	Decreased 33%	Decreased 34.9%	Decreased 27.8%	NA
Service Comp				
C/O FM	10/20%	7	2	1
VOL FM	8/16%	5	2	1
ER	24/49%	15	9	0
FR	1/2%	1	0	0
PP	3/6%	3	0	0
Undete	3/6%	0	0	3
Total	49	31	13	5

*Includes five CWS Families with nine children referred to Family Wraparound but not complete yet

March 2015 - February 2017				
Demographics of CWS Families Referred to Family Wrap	Overall Totals	Children in Graduating Families	Children not in graduating Families	Children Still in Open Cases
Cumulative Total Number of	98	66 (67%)	23 (24%)	9 (9%)
Under Age 1	7	6/86%	0/0%	1
Age 1-2	22	14/64%	4/18%	4
Age 3-5	16	9/56%	6/38%	1
Age 6-10	27	18/67%	7/26%	2
Age 11-15	21	16/76%	4/19%	1
Age 16-17	5	3/60%	2/40%	0

CWS Referrals to Family Wrap: Ages of Children in the Home
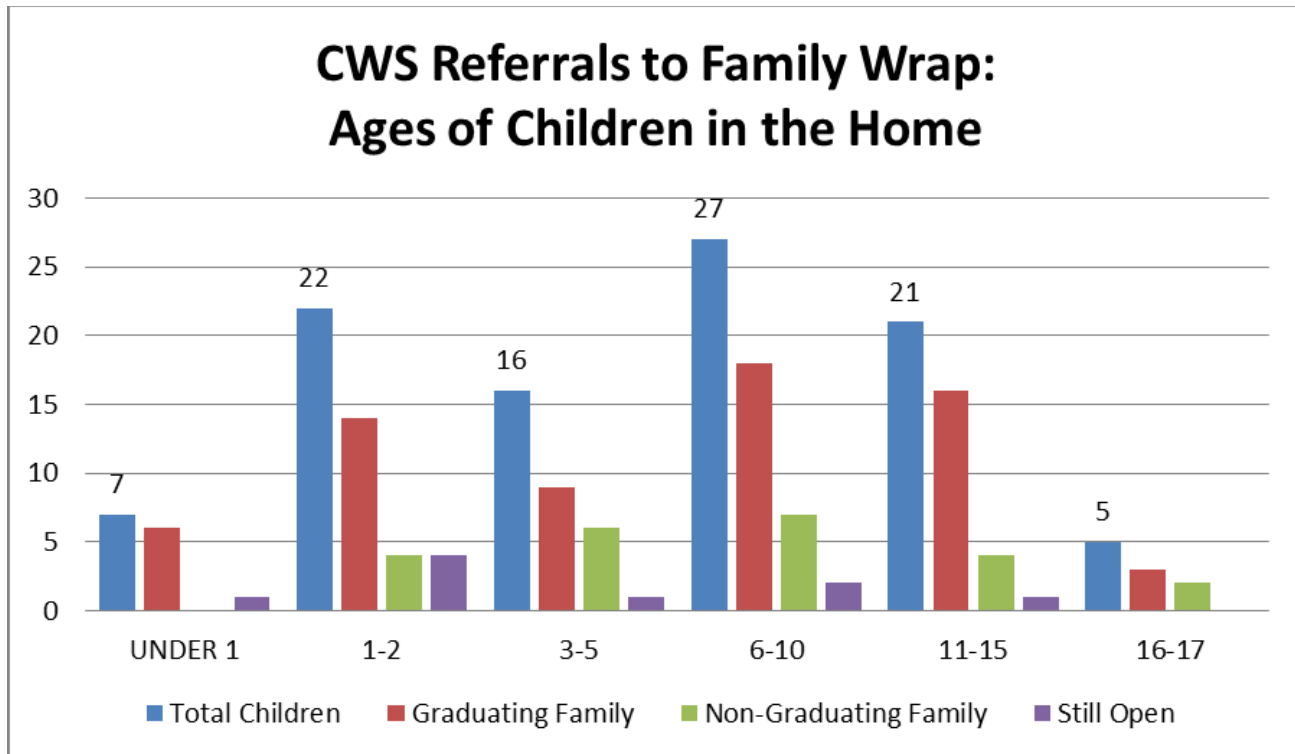
Demographics of CWS Families Referred to Family	Overall Total First Abuse			First Abuse Categories in Graduating			First Abuse Categories in Not Graduating			First Abuse Categories in Still		
	Tota	Sub	Othe	Tota	Sub	Othe	Tota	Sub	Othe	Tot	Su	Oth
General	30	14	16	19	8	11	9	5	4	2	1	1
Severe	1	1	0	1	1	0	0	0	0	0		
Emotion	6	2	4	4	2	2	2	0	2	0		
Physic	2	1	1	1	0	1	1	1	0	0		
Sexu	3	2	1	3	2	1	0			0		
Caret	2	2	0	2	2	0	0			0		
At-Risk	1	1	0	0	0	0	1	1	0	0		
Non	4	0	4	1	0	1	0			3	0	3
Total	49	23	26	31	15	16	13	7	6	5	1	4

CWS Referrals to Family Wrap: Substantiated First Abuse Categories As of Feb 2017
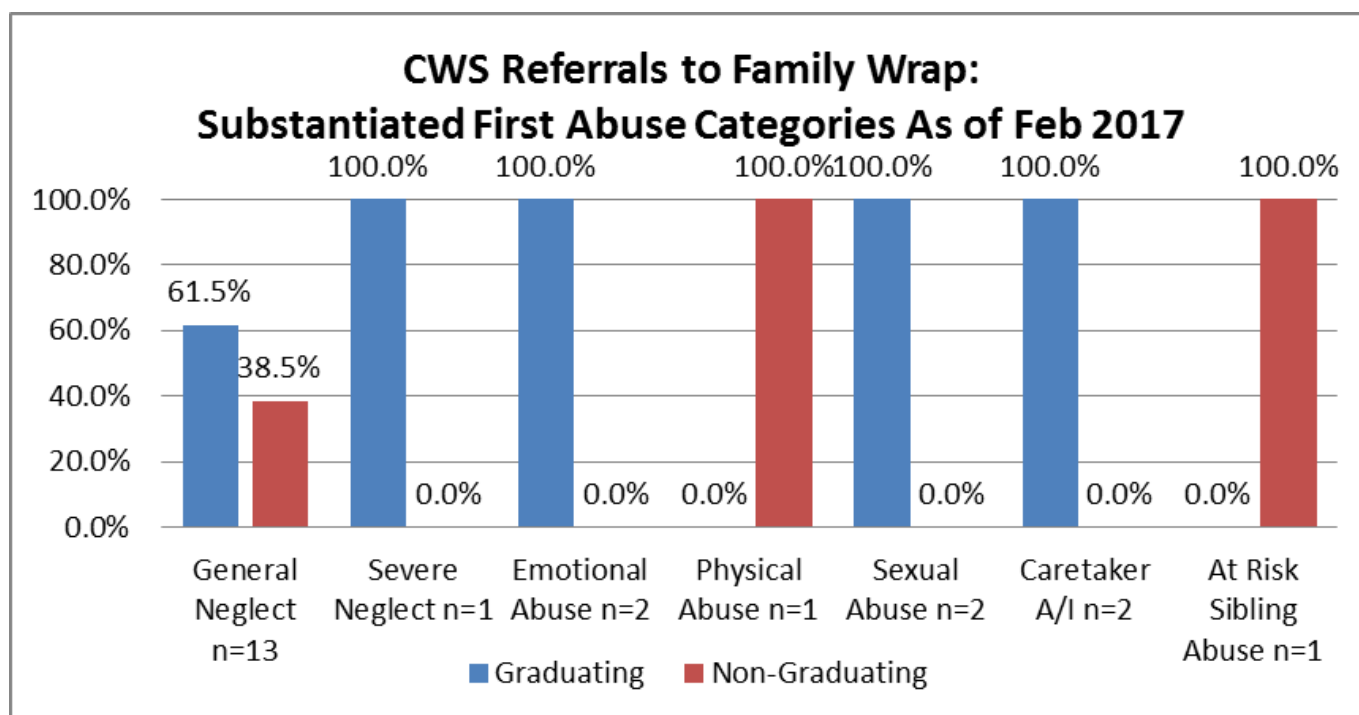
	Safety	Family	Medical	Emotional /Behavioral	Financial	Residence /Housing	Education /Vocational	Legal	Social /Friends	School	Work	Culture /Spiritual	Recreation	Transportation	Community
Graduated n=31	32%	43	39%	36%	75%	71%	4%	75	4	3	7	0%	0%	21%	54%
Services Closed n=13	25%	25	13%	25%	19%	19%	6%	19	13	1	0	0%	0%	13%	13%
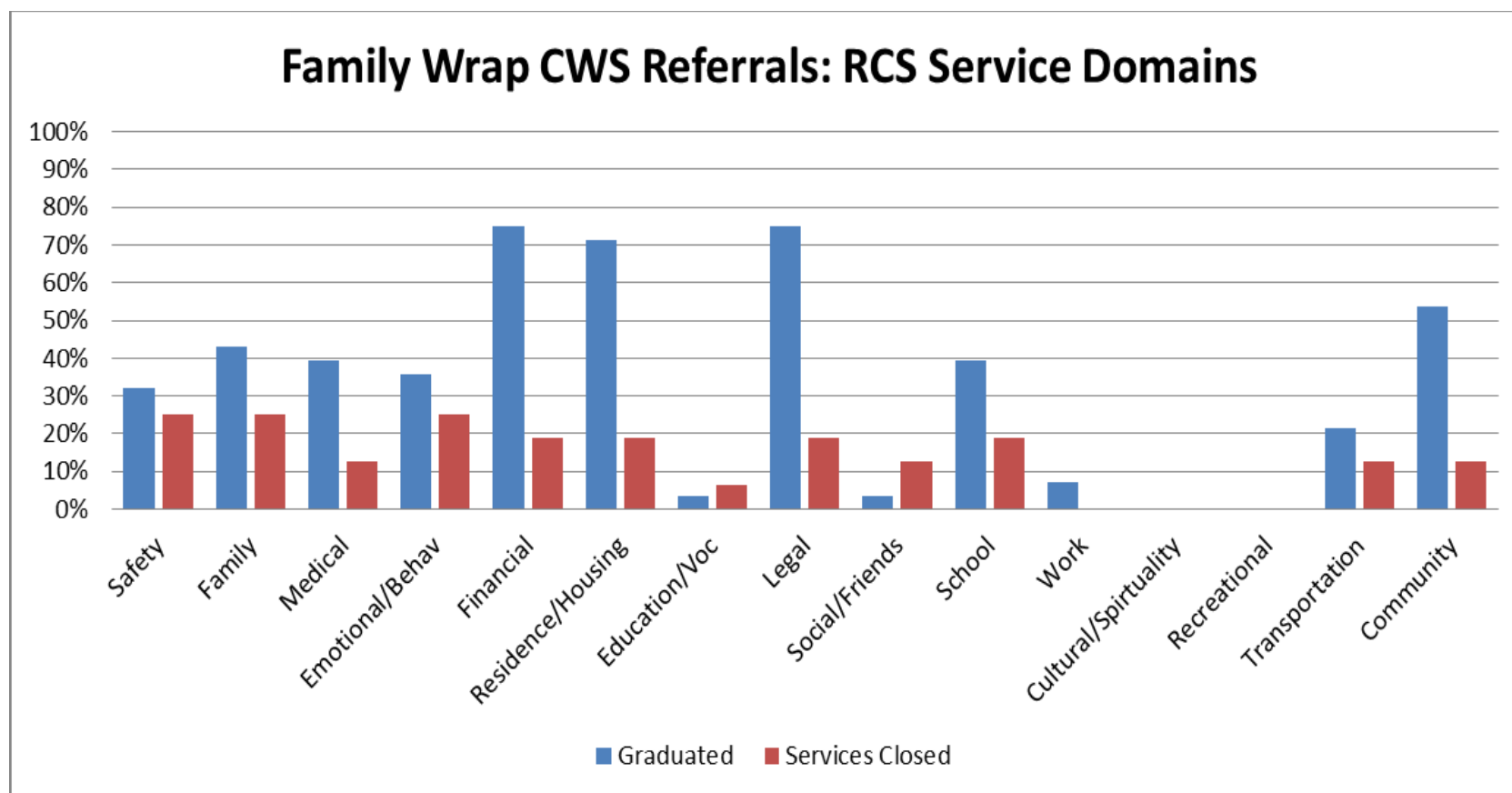
Family Wrap CWS Referrals: RCS Service Domains

CWS Referrals to RCS Family Wrap: Graduated n=31						
# of New CWS Referrals	Unsubstant iated	Inconcl us	Evaluate d	Substan tiat	Not in CWS	**TOTAL**
General Neg	1	1	7	1		**10**
Emotional		2				**2**
Sexual Abuse			1			**1**
Physical Abuse					1	**1**
Total	**1**	**3/21%**	**8**	**1/7%**	**1**	**14/45%**

CWS Referrals to RCS Family Wrap: Graduated n=31						
# of New CWS Referrals	Unsubstant iated	Inconc lu	Evaluate d	Substan tiat	Not in CWS	**TOTAL**
General Neg		3	12		2	**17**
Emotional			1			**1**
Sexual Abuse			1			**1**
Physical Abuse						**0**
Caretaker A/I			1	1	1	**3**
At-Risk Sibling					1	**1**
Total	**0**	**3**	**15**	**1**	**4**	**23**

CWS Referrals to RCS Family Wrap: Not Graduated n=13						
# of New CWS Referrals (First	Unsubstanti ated (Un)	Incon cl u	Evaluate d Out	Substan tiat ad	Not in CWS	**TOTAL**
General Neg			1	2	1	**4**
Total	**0**	**0**	**1**	**2/50%**	**1**	**4/31%**

CWS Referrals to RCS Family Wrap: Not Graduated n=13						
# of New CWS Referrals	Unsubstant iated	Inconcl us	Evaluate d	Substan tiat	Not in CWS	**TOTAL**
General Neg			1		1	**2**
Caretaker A/I			1			**1**
Total	**0**	**0**	**2**	**0**	**1**	**3**

Lake County Continued

Please double click on the document below.

FamilyWrapDataTrack
ing.xlsx

SCC Title-IVE Dashboard January 2017 DRAFT[1]

1A. Number of Open Cases: Baseline and Target (2.5% reduction per year)

1A[2]: *Graph/Table 1A* depicts the number of youth with an open case per quarter/month beginning in Year 1 (baseline). A 2.5% reduction per year in total caseload based on the average number of open cases in Year 1 (baseline) is projected.

Based on an average of 2,110 youth in open cases per month in Year 1, the projected goal for Year 2 was an average of 52 fewer youth (-2.5%) in a case per month. At the end of Year 2, there was an average of 1,993 open cases each month, which is below the target goal of 2,058 cases.

In the current quarter (Year 3, Q1) the number of cases open each month continued to decrease with an average of 1,845 cases open in December 2016.

1B. Number of Open Cases by Case Component, October 2014 to December 2016

1C. Rate of Open Cases by Case Component, October 2014 to December 2016

	Yr1 Q1	Yr1 Q2	Yr1 Q3	Yr1 Q4	Yr2 Q1	Yr2 Q2	Yr2 Q3	Yr2 Q4	Oct 16	Nov 16	Dec 16
PP	799	729	702	676	659	677	668	621	598	579	570
FR	484	490	512	517	543	506	478	446	417	463	486
VFM	458	527	578	454	443	476	529	514	559	522	470
Court FM	299	279	265	262	238	251	270	275	274	268	283
ER	135	119	117	104	99	97	88	83	110	91	36

	Yr1 Q1	Yr1 Q2	Yr1 Q3	Yr1 Q4	Yr2 Q1	Yr2 Q2	Yr2 Q3	Yr2 Q4	Oct 16	Nov 16	Dec 16
PP	35.0	34.0	32.3	33.6	33.2	33.7	32.8	32.0	30.5	30.1	30.9
FR	22.9	22.9	23.5	25.7	27.4	25.2	23.8	28.0	21.2	24.0	26.3
VFM	21.7	24.6	26.6	22.5	22.4	23.7	26.0	26.5	28.5	27.1	25.5
Court FM	13.9	12.8	12.2	13.0	12.0	12.5	13.9	14.2	14.0	13.9	15.3
ER	6.4	5.6	5.4	5.1	5.0	4.8	4.3	4.3	5.6	4.7	2.0

Graphs 1B & 1C: The number and proportion (%) of youth in a given service component is presented. [2]

PP: The largest number (& highest proportion) of youth in an open case are in Permanent Placement. In Year 1, there was an average of 711 youth which decreased to an average of 658 in Year 2. The proportion of PP cases in relation to the total caseload has decreased from 34% in Year 1 to 32.5% in Year 2. In Q1 Year 3, the average proportion is 30.5%.

FR: The average number of youth in Family Reunification decreased from 501 in Year 1 to 494 in Year 2. The average proportion of FR youth in relation to the total caseload remained consistent at 24-25%. In Q1 Year 3, the average proportion is 24%.

VFM: The average number of youth in a Voluntary Family Maintenance case decreased from 504 in Year 1 to 480 in Year 2. The average proportion of VFM youth in the total caseload remained consistent at 24-25%. In Q1 Year 3, the average proportion is 27%.
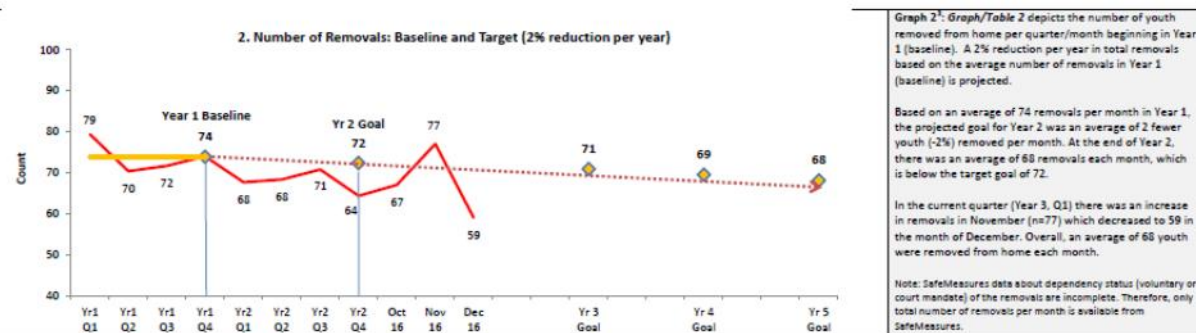
[1] Data from SafeMeasures January 13, 2017 extract. All measures are Point-in-time (PIT).
[2] Youth with service component 'Supportive Transition' (ST) are not included in open case counts/totals.
[3] Service Components include: PP= Permanent Placement; FR= Family Reunification; VFM= Voluntary Family Maintenance; Court FM= Court Family Maintenance; ER= Emergency Response
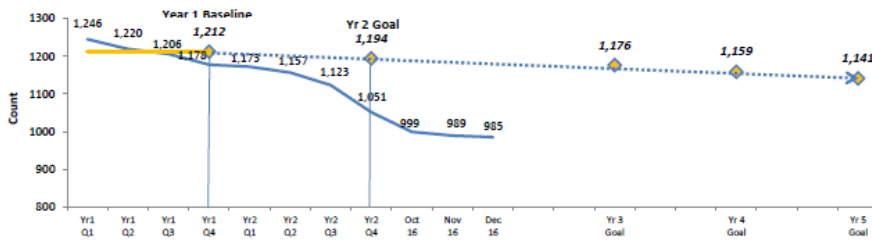
1

2. Number of Removals: Baseline and Target (2% reduction per year)

Graph 2[1]: *Graph/Table 2* depicts the number of youth removed from home per quarter/month beginning in Year 1 (baseline). A 2% reduction per year in total removals based on the average number of removals in Year 1 (baseline) is projected.

Based on an average of 74 removals per month in Year 1, the projected goal for Year 2 was an average of 2 fewer youth (-2%) removed per month. At the end of Year 2, there was an average of 68 removals each month, which is below the target goal of 72.

In the current quarter (Year 3, Q1) there was an increase in removals in November (n=77) which decreased to 59 in the month of December. Overall, an average of 68 youth were removed from home each month.

Note: SafeMeasures data about dependency status (voluntary or court mandate) of the removals are incomplete. Therefore, only total number of removals per month is available from SafeMeasures.

Graphs 3A to 3E.1, Out-of-home Placement REVISION: The implementation of RFA (Resource Family Approval) has made it difficult to accurately track the number of youth placed in a Relative/NREFM and Foster Family home. The state-wide data system, CWS/CMS, does not currently allow RFA staff to distinguish between the 2 types of placements in the CWS data field= Facility Type. RFA staff has devised a work-around the current limitation, until CWS/CMS is revised or Santa Clara County's RFA database is completed.

In the CWS data field 'Facility Name' staff has added a RFA designation code after the facility name. Relative/NREFM codes include: RFA-RH, RFA-RH2, RFA-RH3 etc., & RFA-NR. Foster Family homes (or recruited homes) are coded RFA, RFA2, RFA3, etc.

Dashboard Revision: In order to more accurately reflect the number of youth placed in Relative/NREFM and Foster Family homes, all data for out-of-home placements were updated for Year 2[4]. Using SafeMeasures data, placement type was re-aggregated based on the information above. Data estimates fluctuate based on extract date (especially within the more recent months). As a result, there are some minor differences between the original and revised total, FFA, Group, & Guardian placement averages in addition to some major differences in Relative/NREFM and Foster Family home placement averages. Both the original and revised averages are included in the following pages.

3A. Number of Youth in Out-of-home Placement: Baseline and Target (1.5% reduction per year)

Year 1 Baseline — 1,246 1,220 1,206 1,212 1,178 1,173 1,157 1,123 1,051
Yr 2 Goal — 1,194
999 989 985
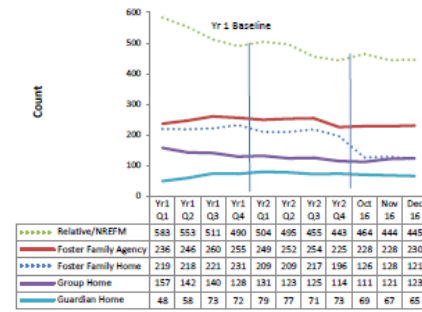Yr 3 Goal — 1,176   Yr 4 Goal — 1,159   Yr 5 Goal — 1,141

3A*: *Graph/Table 3A* depicts out-of-home placement data for Year 1 (baseline). It projects a 1.5% reduction per year in total out-of-home placements based on the average number of out-of-home placements in Year 1.
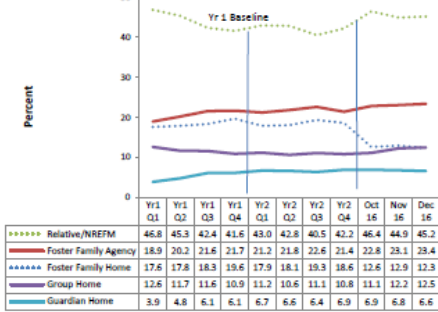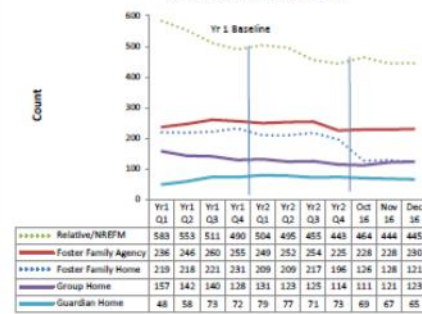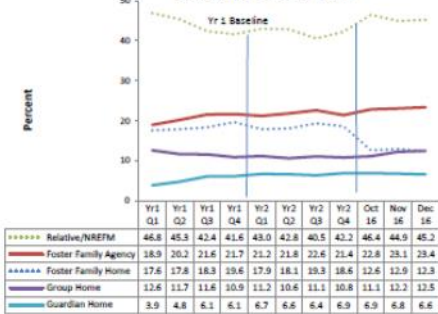
Based on an average of 1,212 out-of-home placements per month in Year 1, the projected goal for Year 2 was an average of 18 (-1.5%) fewer out-of-home placements per month. At the end of Year 2, there was an average of 1,126 youth in foster care, which is below the target goal of 1,194.

In the current quarter (Year 3, Q1) the number of youth in foster care placement continued to decrease for a quarterly average of 991 youth.

3B. Number of Out-of-Home Placements by Placement Type, October 2014 to December 2016

	Yr1 Q1	Yr1 Q2	Yr1 Q3	Yr1 Q4	Yr2 Q1	Yr2 Q2	Yr2 Q3	Yr2 Q4	Oct 16	Nov 16	Dec 16
Relative/NREFM	583	553	511	490	504	495	455	443	464	444	445
Foster Family Agency	236	246	260	255	249	252	254	225	228	228	230
Foster Family Home	219	218	221	231	209	209	217	196	126	128	121
Group Home	157	142	140	128	131	123	125	114	111	121	123
Guardian Home	48	58	73	72	79	77	71	73	69	67	65

3C. Rate of Out-of-Home Placements by Placement Type, October 2014 to December 2016

	Yr1 Q1	Yr1 Q2	Yr1 Q3	Yr1 Q4	Yr2 Q1	Yr2 Q2	Yr2 Q3	Yr2 Q4	Oct 16	Nov 16	Dec 16
Relative/NREFM	46.8	45.3	42.4	41.6	43.0	42.8	40.5	42.2	46.4	44.9	45.2
Foster Family Agency	18.9	20.2	21.6	21.7	21.2	21.8	22.6	21.4	22.8	23.1	23.4
Foster Family Home	17.6	17.8	18.3	19.6	17.9	18.1	19.3	18.6	12.6	12.9	12.3
Group Home	12.6	11.7	11.6	10.9	11.2	10.6	11.1	10.8	11.1	12.2	12.5
Guardian Home	3.9	4.8	6.1	6.1	6.7	6.6	6.4	6.9	6.9	6.8	6.6

3B and 3C: *REVISED Graph/Table 3B and 3C* depict the number and proportion (%) of youth in a given placement type.

Relative/NREFM: The average number of youth placed in a Relative/NREFM home has decreased from 534 in Year 1 to 474 in Year 2. The average proportion of youth in the total out-of-home placement caseload decreased slightly from 44 to 43%. In Q1 Year 3, the average proportion increased to 45.5%.

Foster Family Agency (FFA): The average number of youth placed in a FFA home has decreased from 249 in Year 1 to 245 in Year 2. The average proportion of youth in the total out-of-home placement caseload increased slightly from 21 to 22%.

Foster Family Home (FFH): The average number of youth placed in a FFH has decreased from 222 in Year 1 to 208 in Year 2. The average proportion of youth in the total out-of-home placement caseload decreased slightly from 18 to 17%. In Q1 Year 3, the average proportion decreased to 12.6%

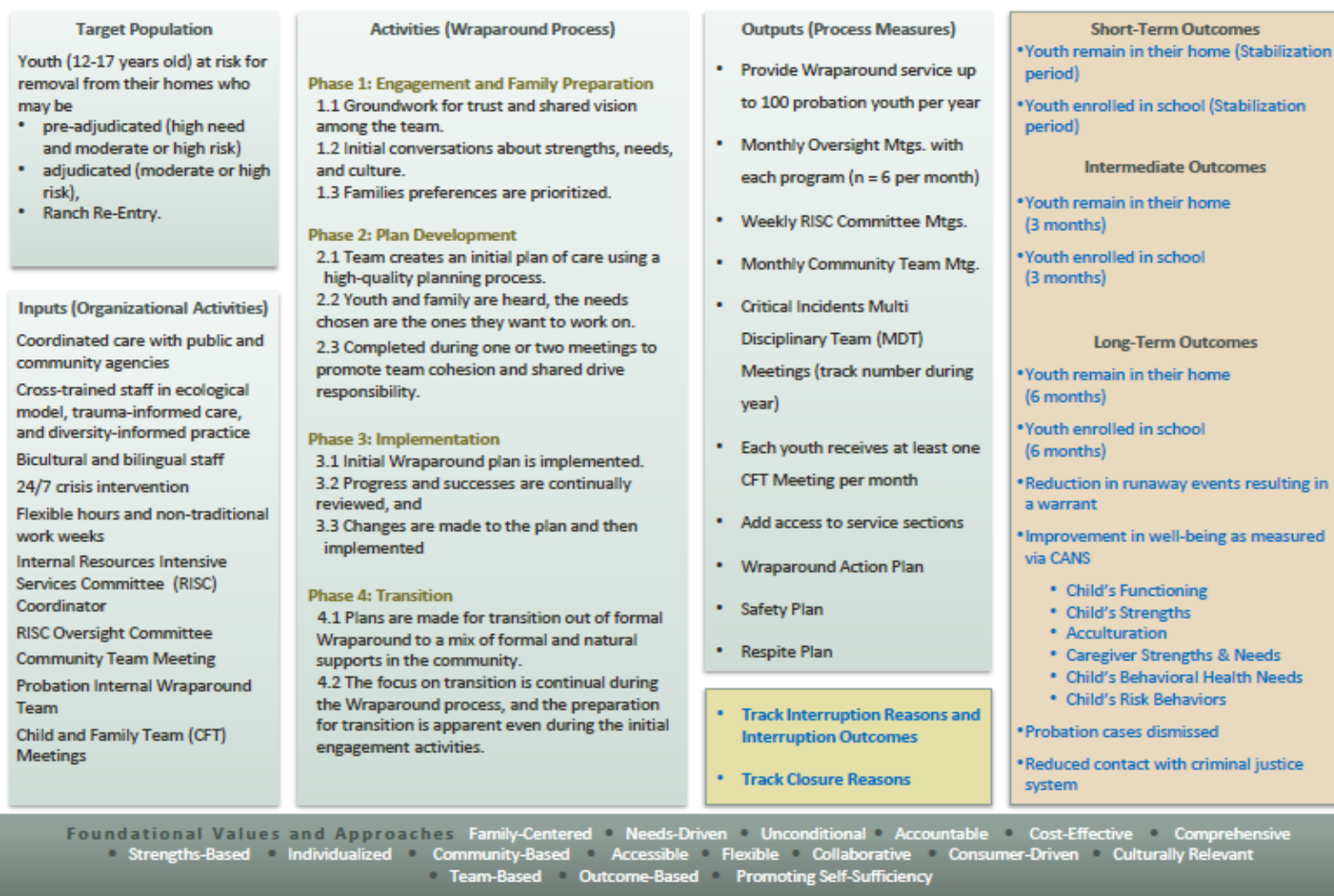**Group Home:** The average number of youth placed in a Group home has decreased from 142 in Year 1 to 123 in Year 2. The average proportion of youth in the total out-of-home placement caseload decreased slightly from 12 to 11%.

Wraparound Logic Model

Santa Clara County Probation Wraparound Logic Model

A system of wrapping children and youth and their families with individualized services and supports to ensure that they remain in family settings. Families served represent some of the most difficult and complex cases in the child welfare and juvenile justice systems. Families are wrapped with services to support their strengths and meet their needs with respect to personal and community safety, educational, emotional and physical health, family life, recreation, and legal issues.

Target Population

Youth (12-17 years old) at risk for removal from their homes who may be
- pre-adjudicated (high need and moderate or high risk)
- adjudicated (moderate or high risk),
- Ranch Re-Entry.

Inputs (Organizational Activities)

Coordinated care with public and community agencies

Cross-trained staff in ecological model, trauma-informed care, and diversity-informed practice

Bicultural and bilingual staff

24/7 crisis intervention

Flexible hours and non-traditional work weeks

Internal Resources Intensive Services Committee (RISC) Coordinator

RISC Oversight Committee

Community Team Meeting

Probation Internal Wraparound Team

Child and Family Team (CFT) Meetings

Activities (Wraparound Process)

Phase 1: Engagement and Family Preparation
1.1 Groundwork for trust and shared vision among the team.
1.2 Initial conversations about strengths, needs, and culture.
1.3 Families preferences are prioritized.

Phase 2: Plan Development
2.1 Team creates an initial plan of care using a high-quality planning process.
2.2 Youth and family are heard, the needs chosen are the ones they want to work on.
2.3 Completed during one or two meetings to promote team cohesion and shared drive responsibility.

Phase 3: Implementation
3.1 Initial Wraparound plan is implemented.
3.2 Progress and successes are continually reviewed, and
3.3 Changes are made to the plan and then implemented

Phase 4: Transition
4.1 Plans are made for transition out of formal Wraparound to a mix of formal and natural supports in the community.
4.2 The focus on transition is continual during the Wraparound process, and the preparation for transition is apparent even during the initial engagement activities.

Outputs (Process Measures)

- Provide Wraparound service up to 100 probation youth per year
- Monthly Oversight Mtgs. with each program (n = 6 per month)
- Weekly RISC Committee Mtgs.
- Monthly Community Team Mtg.
- Critical Incidents Multi Disciplinary Team (MDT) Meetings (track number during year)
- Each youth receives at least one CFT Meeting per month
- Add access to service sections
- Wraparound Action Plan
- Safety Plan
- Respite Plan

- Track Interruption Reasons and Interruption Outcomes
- Track Closure Reasons

Short-Term Outcomes
- Youth remain in their home (Stabilization period)
- Youth enrolled in school (Stabilization period)

Intermediate Outcomes
- Youth remain in their home (3 months)
- Youth enrolled in school (3 months)

Long-Term Outcomes
- Youth remain in their home (6 months)
- Youth enrolled in school (6 months)
- Reduction in runaway events resulting in a warrant
- Improvement in well-being as measured via CANS
  - Child's Functioning
  - Child's Strengths
  - Acculturation
  - Caregiver Strengths & Needs
  - Child's Behavioral Health Needs
  - Child's Risk Behaviors
- Probation cases dismissed
- Reduced contact with criminal justice system

Foundational Values and Approaches Family-Centered • Needs-Driven • Unconditional • Accountable • Cost-Effective • Comprehensive • Strengths-Based • Individualized • Community-Based • Accessible • Flexible • Collaborative • Consumer-Driven • Culturally Relevant • Team-Based • Outcome-Based • Promoting Self-Sufficiency

Santa Clara County **Cultural Brokers Program** Goal/Mission: The Cultural Brokers program aims to decrease disproportionality & disparity and increase well-being for at-risk children & families by strengthening partnerships, sharing accountability among stakeholders, promoting community awareness, mitigating bias, & honoring families' unique strengths, potential, & ability to self-advocate through cultural humility & respect.

Inputs	Activities	Outputs	Outcomes		
			SHORT TERM (30 days) (Stabilization)	**INTERMEDIATE** (Growth)	**LONG TERM** (Maintenance)
Families with children aged 0 to 17 at-risk of involvement or currently involved in the Department of Family & Children Services (DFCS).	**Training** — DFCS/CB partners are trained in CFPM. CB partners are trained in relevant DFCS policies & procedures. DFCS/CB partners are trained in cultural issues (which include hx. of disproportionality/disparity).	100% of DFCS/CB partners are trained in CFPM. 100% of CB partners are trained in relevant DFCS policies & procedures. A culturally comprehensive training will be developed by CB agencies & DFCS.	Increased cultural awareness. Improved infrastructure to coordinate response. DFCS/CB/Family have shared/mutual understanding of events & expectations. Family/child(ren) immediate needs are met (e.g. safety, services). Families have increased awareness of culturally relevant community services. Data are used to monitor program/ processes.	Increased culturally sensitive interactions. Improved collaboration & communication among agencies, families, and community. Increased family engagement & participation for families who accept services. Data are used to study and understand program/process trends.	Cultural training institutionalized w/ in County & partner curriculum. Policy & procedures are memorialized & updated yearly to promote long-term collaboration among agencies, families, and community. Families who engage in services have improvements in safety, well-being & circle of support.[1] Families who engage in services are able to self-advocate. Data are used to correct/ strengthen program/processes.
	Partnership & Collaboration — Collaboration Meetings: • DFCS/CB Monthly meetings • Meet & greet with staff • Community partnerships • 1/4ly engagement Policy/procedures: • Program/processes: ID gaps/challenges • DFCS/CB joint response.	100% of collaboration meetings will meet in accordance w/ policies & procedures. 100% of ID gaps/challenges will be addressed. 100% of identified referrals will have a DFCS /CB joint response. 100% of identified referrals will be supported for 30 days post-initial joint meeting by DFCS/CB.			
	Family/Child Services — Families will be identified & referred for CB services. Families will be referred to culturally & linguistically appropriate services/resources.	100% of identified Family/child(ren): • Informed of the role of DFCS & CB. • Needs are identified. • Referred to culturally & linguistically appropriate services. • Families who agree, receive support from CB 30 days post-initial joint response.			
	Data — Databases capture necessary elements for practice, process, & evaluation. CQI (Continuous Quality Improvement)	100% of necessary program elements are recorded. 100% of identified program data will be shared across project stakeholders & system partners. Data are used to strengthen program & processes.	Data Sources: CWS/CMS (special project code for CB families/ youth). *Other??*		

Cultural Brokers partners: DFCS; Unity Care (Cultural Coordinators); ConXion (Cultural Supporters); ICAN (Cultural Bridge).
Priority families: New to Child Welfare AND within the following zip codes-95112, 95111, 95122, 95116, 95127, 95020 ; family has re-entry/history with Child Welfare

[1] measured by decreased disproportionality/disparity in re-referral (same allegation) & case opening.

Những Điều Kiện Tổng Quát Để
Trở Thành Gia Đình Bảo Dưỡng

Điều kiện cơ bản và tiêu chuẩn cần thiết để trở thành một gia đình bảo dưỡng có giấy phép

- Luôn có sự yêu thương, thông cảm, chăm sóc và đón nhận đứa trẻ mà qúy vị muốn nuôi dưỡng
- Phải có sức khỏe và tinh thần tốt để đảm bảo qúy vị có the cap Ung duo hung nun can can thiết của các em khi các em ở nhà qúy vị (Cần phải duo khám sức khỏe tổng quát)
- Hiện tại phải có đủ thu nhập để cap Ung chi phí tiêu dùng hằng ngày
- Hiện đang cư trú tại quận hạt Santa Clara
- Có the đã kết hôn, độc thân hoặc là đã ly dị

KHÓA HUẤN LUYỆN

- Người Ung viên can phải hoàn tất lớp hướng dẫn (Orientation) và buổi họp hướng dẫn (Informational meeting) về gia đình bảo dưỡng
- Phải hoàn tất 27 tiếng của khóa huấn luyện trừ bị (Pre-Approval Training) để học hỏi thêm về cách chăm sóc các em và cách làm việc hữu hiệu với gia đình của các em.
- Người Ung viên can phải xác nhận đã hoàn thành khóa huấn luyện Cấp Cứu phục hồi Tim và Phổi (CPR) và khoá Cứu Thương Khẩn Cấp (First Aid)

TƯ CÁCH

- Người Ung viên (độc thân, có gia đình, hay cùng giới tính thuộc tất cả các sắc dân) phải đủ 18 tuổi.
  - Phải hoàn tất hồ sơ xin nhận nuôi dưỡng bao gồm giấy chứng thực, giấy tờ kiểm tra sức khỏe, và hung giấy tờ xác nhận nơi cư trú ví dụ như hóa đơn điện nước, giấy chủ quyền nhà hoặc là giấy tờ thỏa thuận cho thuê nhà
    - Sẵn sàng cung cấp giấy tờ can thiết cho việc kiểm tra lý lịch (bao gồm tất cả hung người lớn trong nhà)
    - Tất cả các thành viên trên 18 tuổi đang cư ngụ trong nhà can phải duo chứng nhận không bị nhiễm bệnh lao

TIÊU CHUẨN AN TOÀN NƠI CƯ NGỤ

- Nhà phải đủ phòng ngủ cho từng thành viên trong gia đình bao gồm cả trẻ em duo nhận nuôi dưỡng. Tất cả các đồ đạc trong nhà phải duo an toàn và bảo quản tốt
- Nhà can phải có máy báo động khói còn hoạt động
  - Những chất độc, vũ khí và các vật dụng nguy hiểm khác can
    - Nếu có phương tiện, xin quý vị có the suy
    - nghĩ về việc nhận thêm các anh chị em mà trẻ muốn cùng sống chung với nhau?
    - phải duo cất ở nơi an toàn và khoá kín.Điện thoại trong nhà phải vẫn còn hoạt động
    - Nhà ở và chung quanh nhà can phải duo bảo quản sạch sẽ

và vệ sinh.

- Ồ bơi, bồn tắm nước nóng, ao, hoặc các bể chứa nước chung quanh nhà phải duo bảo đảm an toàn và phải duo chấp nhận bởi luật định của tiểu bang California.
- Tất cả các loại thuốc men trong nhà can duo cất giữ ở hung nơi an toàn để các em không lấy duo
- Những chất tẩy rửa và các chất độc hại khác phải duo cất giữ ở hung nơi không thương hại đến trẻ.
- Sửa nhà, xây cất thêm phòng hay chuyển đổi nhà cửa bắt buộc phải có giấy phép của thành phố.

Appendix D: Statewide Evaluation Activities

Please double click on the document below.

Well-Being Project
Evaluation Status Re

Appendix E: Questions from ACF to CDSS

I. Inquiries from April 1, 2016 through September 30, 2016, Reporting Period (April 1, 2016 - September 30, 2016)

II.

Alameda County

Question:

In regards to the surveys which were provided to youth and parents collecting baseline data about SOP principles and current practice, please discuss the types of strategies used to engage youth to respond to surveys. Were these surveys mailed or done in person? Were there any focus groups held with youth and with parents? (Page Six)

Answer:

The youth surveys were developed by the SOP Evaluation Task Team, whose membership includes a youth and parent advocate, who were instrumental in providing specific feedback around questions and language used in the surveys, as well as the distribution method and offering of incentives. All surveys were mailed to youth age 12 and older along with an introductory letter and raffle entry form. A raffle for 10 $50 gift cards was offered to youth who returned completed surveys and attached raffle entry form. Within the four-week collection period, two $50 gift cards were raffled at the end of weeks one, two, and three, and four $50 gift cards were raffled at the end of the collection period.

Focus groups with youth and parents were not held.

Question:

How are the strategies used to engage youth to respond to surveys similar to what the state and county has done in reaching out to youth to complete the National Youth in Transition Database (NYTD) surveys? (Page Six)

Answer:

The outreach strategies for the NYTD survey are expanded from the outreach provided for the SOP youth survey. Every youth with a current Transitional Independent Living Plan who completes the NYTD survey within the allotted timeframe receives $50. In addition, every youth receives a hard copy of the survey; the child welfare worker and child welfare supervisor are informed the youth is eligible to participate in the NYTD survey; and occasionally, youth are called by the

Independent Living Program Coordinator or contacted at a TDM or Transitional Living Conference and encouraged to complete the survey.

Question:

What types of matrices were developed by the Alameda County task teams? (Page Seven)

Answer:

The matrices that were developed outlined the practice change for each impacted department section. During the reporting period, matrices had been developed and presented to Service Employees International Union for Intake/Screening, ER, Dependency Investigations, and FM/Informal FM. The remaining matrices include FR, Permanent Youth Connections/Individual Living Program, Adoptions, Legal Guardianship, and Placement. Each matrix outlines current practice, the corresponding change in practice with SOP, document location of impacted documents, employee impacts, and SOP support and tools available.

Question:

Is the WOTS prevention curriculum used in schools in Alameda County? (Page Ten)

Answer:

Oakland Unified School District staff attended the WOTS training along with a staff person from Hayward Youth Family Services Bureau, a service provider imbedded in the Hayward schools through a county initiative. (Note: Both Oakland Unified School District and Hayward Unified School District are part of a larger Alameda County School Community Partnership Initiative that brings mental health and health services into the schools. This is relevant as there may be potential to expand WOTS through this avenue).
Currently Oakland Unified School District has partnered with MISSSEY to bring the WOTS to two of their High Schools (HS) (one regular HS/one alternative). These trainings began in January 2018.

Question:

How many youth are identified as victims from using the Commercially Sexually Exploitation Identification Tool? How many are identified as "at-risk?" (Page 11)

Answer:

During the reporting period (April – September 2016), 92 youth were identified as "Possible Concern" (at-risk), and 67 youth were identified as "Considerable Concern" (very high risk) by the CSE-IT Tool. These numbers may include youth screened multiple times, as youth are screened each time they enter the Assessment Center.

Question:

It was reported that out of the 105 youth who completed Wraparound services between July 2012 and 2015, 85 percent had no new sustained offenses, sustained warrants, or sustained violations of probation within six months of their release date from the program. This is very encouraging. Will this data be available for all the Project counties to understand how many children experience new offenses? (Page 12)

Answer:

The Evaluation Team has just begun to analyze data and have not yet validated these data. The evaluation team intends to follow youth for a standardized one year follow up period.

Question:

The information about data collected for Wraparound Services is very helpful. Has the evaluation team reviewed the fidelity measures being used? How many of the other counties have CANS data available for Wraparound? (Page 12)

Answer:

The evaluation team have not received fidelity data from Alameda Probation yet. Other counties that use CANS include Lake, Santa Clara and San Francisco.

Question:

How much improvement did the youth show in behavior and emotional items on the CANS? (Page 13)

Answer:

Unfortunately, Alameda County was not able to report out on this data point. They used this information after receiving it from their provider who has been using the CANS since they contracted with them in 2012. This data came from a structured report in their internal case management system. At this time, they have had staff turnover in their research department and are unable to access the raw data they would need to answer this question. In July 2016, Alameda BHCS, who monitors the Wraparound contract, began requiring all providers to input the CANS data in the BHCS' system Business Objects. Therefore, they will be getting access through the BHCS but are currently waiting for clients to sign waivers to permit the BHCS and their provider to release the data to them (this information falls under HIPAA). They hope to have this complete by April 1, 2017.

Question:

The ACPD reported on the following CANS assessment data from youth discharged between April 1, 2016 and June 30, 2016: 14 out of the 18 youth (78 percent) saw improved scores in behavioral and emotional functioning. How much improvement did the youth experience? (Page 14)

Answer:

Unfortunately, the ACPD was not able to report out on this data point. They used this information after receiving it from their provider who has been using the CANS since they contracted with them in 2012. This data came from a canned report in their internal case management system. At this time, they have had staff turnover in their research department and are unable to access the raw data which they would need to answer this question.

In July 2016, Alameda BHCS, who monitors the Wraparound contract, began requiring all providers to input the CANS data in the BHCS' system Business Objects. Therefore, they will be getting access through the BHCS, but are currently waiting for clients to sign waivers to permit the BHCS and their provider to release the data to them (this information falls under HIPAA). The goal is to have this complete by April 1, 2018

Question:

Is the CANS assessment only done again at discharge for youth served by MDFT? It is not done at a six-month time period? What is the status of

allowing the evaluation team to access the information from the plan or the trauma module to be able to see if progress has been achieved? (Page 16)

> <mark>An The CANS is done every six months and at discharge.</mark>
>
> In July 2016, Alameda BHCS, who monitors the Wraparound contract, began requiring all providers to input the CANS data in the BHCS' system Business Objects. Therefore, they will be getting access through the BHCS but are currently waiting for clients to sign waivers to permit the BHCS and the provider to release the data to them (this information falls under HIPAA). They are planning to provide the evaluation team with raw data from all items on the CANS for all youth who sign the waivers. The goal is to have the first data extract file transferred to the evaluation team by April 1, 2017.

Question:

What other data collection strategies are available to increase the response rate? Can surveys be completed during regularly scheduled contacts with youth and parents? Can surveys be done online instead of through the mail or by phone? (Page 17)

> Answer:
>
> This County recently reviewed steps to improve response rates with steering committee members, and will finalize plans to improve response rates in <mark>April.</mark>

Question:

It was reported the data sharing agreement did not specifically cover data from BHCS (the CANS). Have the challenges of data sharing been resolved? (Page 17)

> Answer:
>
> Alameda County BHCS monitors the contracts for Wraparound and now require everyone to use the CANS and input data into Business Objects. Because the CANS data is protected by HIPAA, Probation is unable to extract identifying data from the system directly. The BHCS has worked with their providers to develop a waiver that is currently being presented to active clients. The waiver asks permission for Probation to receive the data and share it with the Evaluation Team. Once the clients who sign waivers are identified, the BHCS will share the data with Probation and they will share that data with the Evaluation Team. The data the Evaluation Team receives will be de-identified except for a case number, which they will use to match to

measures of recidivism and well-being. They hope to have this system in place over the next few weeks as well a dataset for the Evaluation Team by their next April 2nd data deadline.

<u>Evaluation Report</u>

Question:

How does the definition of CSEC in Alameda differ from the federal definition of CSEC? Why is a different target population definition being used?

Answer:

Alameda County wanted to ensure this program differed from the federal program so that they did not misuse funds. Currently, they are providing assessment and services for any youth identified as CSEC.

Question:

The target population for Wraparound in Alameda County is still listed as youth at imminent risk of placement in the table on page 9. What is the expanded population that the flexible funding is supporting?

Answer:

The Alameda County has started providing Wraparound to the general population as a prevention effort and the evaluation team needs to better understand this new target population.

Question:

This is the conversation that they would like to have at the site visit- to discuss how the county plans to improve its data. Is there an update on the probation leadership to increase staff buy-in? Can they discuss it during the site visit? What is the current message given to staff? Why is the county not using overall Wraparound logic model?

Answer:

Over the past year, Alameda County Probation has increased the number of slots for Wraparound services as well as the number of units and DPO with direct referral access to Wraparound. The provider has done a series of presentations at monthly staff meetings within the various units to ensure DPOs have a thorough understanding of the service, the referral process, and the positive outcomes they have

seen to date in the ACPD. The ACPD will continue to share the positive outcomes with staff.

Butte County

Question:

In regards to the families who received information and referral for services through the KSSP Program, were these kinship families also provided Voluntary Wraparound Services? (Page 21)

Answer:

Families receiving Voluntary Wraparound Services would not be eligible for KSSP. Voluntary Wraparound participants must be placed in the home with parents, and therefore would not be in a foster care placement with a relative or non-related extended family member. KSSP provides support services for relative and non-related extended family members caring for children who have been removed from the home.

Question:

What is the status of using SOP data tools in Butte County? Page 22

Answer:

The use of the Butte County CSD internal SOP case review tool began October 1, 2016. The tool is used in conjunction with the Federal Children and Family Services Review Case Reviews. In addition, the Project Evaluation efforts have determined that tracking the number of CFT meetings held for a child or youth's case is a quantifiable measure of family engagement, a primary component of SOP. The Butte County CSD is currently collecting data on SOP by tracking CFT meetings held each month.

Question:

How are other counties able to track this information to show that the case plans are behaviorally based? Is there a way to track when the child's voice has been used in any court proceedings, letters written by children, etc.? (Page 22)

Answer:

Several agencies are still determining how best to examine fidelity, including representation of child's voice and behavioral case plan goals. Most are representing child's voice in narrative or with a scanned tool (can be measured only through case review). One provider notes for each team meeting whether the child's voice is discussed and represented. The CDSS is exploring additional trainings to determine how best to support the agencies' development of long-term fidelity measures.

<u>Evaluation Report</u>

Question;

Will Butte County be able to provide us with an update on how many tribal youth are receiving Wraparound services? Is there a status update on creating an ongoing process for feedback from families and partners?

Answer:

The Butte County has served two tribal youth since the program's implementation. They have developed a Project Wraparound Program Questionnaire (Appendix D) to obtain participant feedback from families. A staff/partner questionnaire is still pending.

Question:

What is the status of creating a more formal coaching plan? Do any other counties have one? Has the evaluation team considered creating a recommended list of fidelity tools and short-term outcome measures for counties? Is there a possibility that counties could adopt the same tools?

Answer:

San Diego and San Francisco have formal coaching plans. The evaluation team identified tools and practices in use during the first few months of the evaluation planning and recommended the UC Davis tools as the tools with the most research behind them. The evaluation team's approach, as specified in the plan, is to work with what county agencies choose to implement as part of their ongoing CQI efforts. To date, child welfare agencies have opted not to use the same tool.

Lake County

Question:

How does the LCDSS track whether all the cases are using the three houses and other safety house tools? (Page 24)

    Answer:

    The LCDSS was currently in the process of developing and implementing a SOP tracking sheet for case files to record and monitor when tools, including the Three Houses and Safety House, are used. They are also exploring options to utilize (Family Engagement Efforts) codes to tag contacts where SOP tools were used. The case files contain a hard copy of the Three Houses and Safety House in an SOP-labeled section, which is reviewed by supervisors prior to court hearings. They do not currently have an expectation that 'all' cases/referrals receive these tools as it is a case by case basis based on the appropriateness given the case details, development of the child, etc. Although not case by case, they have implemented a full list of all SOP codes for staff to track in their quarterly time studies.

Q. Has the LCDSS staff stated that using the referral mapping tool has been beneficial to them? (Page 25)

    Answer:

    Yes, the LCDSS staff has started using it. They trained staff at unit meetings and it has been discussed during the Family Wraparound and DR meetings. It has been very beneficial to not only refer to the correct agency but to use the service delivery differences as focal points during the referral and FTM process.

Question:

What is the status of incorporating fidelity into the Lake County Wraparound program? (Page 27)

    Answer:

    Family Wraparound is fully engaged in fidelity and its practice. The contractor is currently going through accreditation to be certified through National Wraparound Implementation Center which requires fidelity Wraparound. The contractor's Wraparound program manager is currently going through the process to be a National Coach for

Wraparound, which requires teaching and running a fidelity program. The WFI is used to measure fidelity.

Question:

The LCPD Youth PACT domains are identified as needs at intake for FW: 90 percent Living Arrangements, 67 percent Alcohol and Other Drugs, 55 percent Relationships, 33 percent School Status and 23 percent Aggression. It was reported that 70 percent of graduating youth met the target of at least 20 percent reduction in PACT risk level scores averaged across domains. Does this mean that youth were at-risk of homelessness? (Page 29)

Answer:

It could be homelessness. There are about 12 factors that fall within living arrangements and they could be homeless, they could have conflict amongst family members, or they could have criminal activity in the family.

Question:

What is the total number of youth that graduated Family Wraparound? (Page 29)

Answer:

The total number of youth graduates was 16.

Question:

Is there any other county using the PACT tool? (Page 29)

Answer:

Sacramento, Butte, and Sonoma Counties also use the PACT tool.

Question:

The LCPD reported challenges to data collection due to having multiple sources of data being collected through a cumbersome manual process. What is the status of the LCPD's data collection effort to evaluate the Family Wraparound intervention and the work on developing a reporting system for tracking expenditures for enhanced services?

Answer:

They are in the processes of identifying alternative data collections methods to analyze the Project. They have come to group agreements that a database would better meet their needs to manage, track, and report on the data as excel spreadsheets have become unwieldy with the need to track more information. The County is in the process of working with their Implementation Science Department to build a database which will allow the evaluation team, both inside and outside the County, to review and modify the data sources.
A database was created to track CWS interventions and expenses and this is being fine-tuned after the pilot testing period was initiated. The current goal is that this will be fully implemented and utilized by all staff in the coming months.

Question:

Lake Mapping Tool – How many other counties are using a similar tool for their Child Welfare populations?

Answer:

The evaluation team will investigate and determine how many agencies mapped out their referral processes.

Question:

Lake Mapping Tool – Is there an age difference between the children and the ones in DR or Family Wraparound? Is Traditional Wraparound for older youth?

Answer:

DR is Differential Response. The children's age is not the determining factor; rather family needs are. Family strengths and needs are assessed as a basis for determining the services offered.

Question:

Lake Mapping Tool – What is the percentage of children that are already in group home versus the ones at-risk?

Answer:

Eleven of 167 CWS children (6.6 percent) were in group homes on 1/1/2017.

The CWS identified three children at risk of entering group homes on 1/1/2017. Seven of 77 probationary youth 9.1 percent were in group homes on January 1, 2017. Probation identified 13 youth at risk of entering group homes.

Evaluation Report

Question:

Is LCDSS able to keep track of whether all child welfare cases are using the 3 houses and other safety house tools?

Answer:

Lake County staff are exploring whether they want to track this using codes in CWS/CMS, or monitor use of tools through case reading only.

Los Angeles County

Question:

Of the 6,879 number of children served: please tell us how many children received prevention services and how many children who have exited care are receiving Aftercare services? Based on the new data system is the department able to identify how many have received services and how many were declined? (Page 32)

Answer:

Based on certain agencies' self-reported estimates, the number receiving aftercare can be anywhere between 16%-25% of the referrals received. The Department will utilize the P&A data system to more accurately obtain information on how many are aftercare in the next report. Based on the P&A data system, 2,015 referrals were made during the reporting period (April 1, 2016 –September 30, 2016). Of those referrals, 337 families declined P&A services. Please note that the data system only captures LADCFS referred families. P&A agencies also serve community clients that have no involvement with LADCFS.

Question:

Does DCFS expect that it will reach the projected 11,000 number for the next reporting period? Why was the actual number so low? Page 32

Answer:

The expectation is to meet the projected number for the next reporting period. The actual number for the previous reporting period was documented in error. To clarify, the projection was for number of people to be served, including adults and children. While the number of children served was 6,879, when including the number of adults served, the projection was met.

Question:

When will the evaluation plan for P&A be complete? (Page 32)

Answer:

The Evaluation Team drafted a logic plan which was presented to the P&A agencies on January 18th. The LADCFS Research and Evaluation section in consultation with the NCCD agreed to formulate and execute an evaluation of the P&A program. The agencies agreed to this plan and put their own evaluation effort on hold. Dr. Candice Rivas from the Research and Evaluation section submitted a draft of her evaluation plan for review to the Community Based Support Division for review. In March, the plan will be shared with the agencies for finalization.

Question:

How many families received services from Cultural Brokers and Effective Black Parenting? (Page 32)

A. To clarify, CAPP funding was used to train Cultural Brokers and train agency and LADCFS staff to facilitate Effective Black Parenting. The agencies also purchased EBP materials for the future classes. Sixty-six agencies and the LADCFS staff were trained as facilitators.

Question:

Are all youth in Wraparound eligible for Medi-Cal services? (Page 34)

Answer:

Not all Probation youth are eligible for Medi-Cal, but that does not keep the LACPD from providing services to the youth. The department has dedicated slots for youth who do not meet Medi-Cal eligibility.

Answer:

The Los Angeles County Probation FFT staff work with youth and families who typically have many needs and goals that need to be addressed.

Question:

According to the preliminary outcomes, such as out-of-home placements during the reporting period, 11 percent were dis-enrolled due to out-of-home placements. Were the 11 percent of the youth no longer eligible for services because they entered out-of-home care? (Page 36)

Answer:

Yes, the 11 percent of FFT youth were dis-enrolled due to entering out-of-home placements.

Question:

How is the LACPD monitoring success for the FFT program? How is the LACPD tracking how many of these youth have seen improvement based on the FFT? (Page 36)
A. The LACPD is monitoring the success of the youth by tracking their outcomes, such as mental health and family functioning through the Youth Outcome Questionnaire that is administered pre- and post-intervention. The Youth Outcome Questionnaire data for this current period are still being reviewed for accuracy; therefore, no results are yet available.

Question:

How many youth receiving services through FFP were sent to out-of-home placements while under the supervision of FFP staff? Were 28 percent of youth removed from their families and moved into out-of-home placements? (Page 37)

Answer:

There was a total of 45 out of 158 youth that have graduated or been dis-enrolled from FFP (denominator does not take into account youth currently receiving FFP). Yes, these 28 percent of youth were removed and placed in congregate care.

Question:

Can additional information be provided regarding the rationale for LADCFS, DMH, and LACPD's collective decision to discontinue the WFI-EZ? (Page 39)

Answer:

With the understanding that WFI is subjective to the person who is completing the assessment, the decision was made during the transition. This County learned that there was no existing contract between the Department Children and Family Services and the Washington State University for WFI-EZ. There has been some discussion with the mental health partners about renewing this contract. The LACPD is looking at all possible fidelity tools that may be suitable for Wraparound to include in the new contract with the DMH Services.

Question:

Is there not an assessment similar to the CANS that is done with all youth receiving Wraparound services or another survey that tracks any behavioral changes over time? (Page 41)

Answer:

Yes, LACPD has the Child and Adolescent Functional Assessment Scale. The department decided to use this tool for the internal qualitative study for a small sample of youth because they were interested to find out whether to implement the use of the Youth Service Survey for Family for Wraparound and other programs. This experiment gave the LACPD a good indication of the resources it will take to do through evaluation of Wraparound and other programs.

Evaluation Report

Question:

Why isn't the Family Finding Program included in Table 1?

Answer:

It is not an optional intervention being studied and Los Angeles wanted to reflect use of this practice in their timeline.

Question:

Does Los Angeles also use the PACT tool for both FFT and MST?
Answer:

No, they do not.

Question:

How many other counties are providing aftercare services? Isn't aftercare services part of the model?

Answer:

In Los Angeles, for this service, aftercare refers to after a CPS referral. It is a prevention program only.

Question:

What is the difference with the juvenile field case plan?

Answer:

Probation implemented the Juvenile Field Case Plan in 2016 to document risk of removal from the home and the referral to appropriate services to decrease risk factors and increase protective factors. The Juvenile Field Case Plan is updated every 6 months at a minimum and tracks the progress of the youth and family towards achieving specific goals and objectives.

Question:

 Has the Wraparound transition from the LADCFS to the DMH gone well? Any updates? How is the contract transitioning to DMH coming along?
A. The new agreements, policies and procedures are currently undergoing final revisions. The plan is for the new contract and agreements to be in place by June 2017. There is also ongoing conversation around data sharing between the LACPD, the DMH and the LADCFS.
Question:

Four regions were reported to have volunteered to serve as immersion sites and implement CPM throughout the case process. Is CPM not available in all of the 8 Service Planning Area regions of Los Angeles?

Answer:

The CPM is implemented in all regions and regional offices; however, not all staff are implementing to fidelity. Immersion is also for a more focused support for implementation. The immersion sites are only in the 4 offices (not regions).

Question:

Child welfare P&A services staff expressed interest in a common evaluation tool to help demonstrate the positive impact of their services. Will this be a local evaluation plan? How does the Evaluation Team anticipate being involved in development and oversight of local evaluations?

Answer:

The Evaluation Team is available to consult as requested, and is focusing on consultation and information sharing rather than oversight as the role for us.

Question:

Is Los Angeles County also engaging in family finding at the FTM meeting? Is this data captured?

Answer:

The LADCFS does have a tracking system, but staff are still learning how to use it. The Family Finding information is not yet being captured, but they are in the process of developing this fidelity tool.

Q. Will Los Angeles County implement a coaching fidelity tool?

Answer:

The development of a coaching fidelity tool has not yet been determined.

Sacramento County

Question:

Which measurement tool does Sacramento use for FFT and MST?

Answer:

Sacramento County Probation Department utilizes the Positive Achievement Change Tool (PACT) risk and needs assessment to measure behavioral changes in the MST and FFT interventions. Our contracted providers utilize the CANS assessment within both of these programs to track well-being measures.

Question:
Will we be able to have access data to see any change in the PACT for both FFT and MST?

Answer:

Yes. Data from the PACT for the MST and FFT is being collected and sent in the quarterly data submissions to the Evaluation Team for analysis. The raw data can be made available to CDSS for review.

Question:

What is the status of Sacramento County's database for Project programs and to track enrollment, assessments, and outcomes?

Answer:

The database is still in the project planning phase. We are currently tracking the data manually and through other reports that are already built for Department data pulls. The database completion is dependent upon limited resources within our Information and Technology Department and the priority of other Department data collection projects.

Question:

When will the current and new staff receive the SOP Foundational Training? Page 43

Answer:

As of February 2016, 85 percent of current social work and supervisory staff have completed SOP Foundational Training. Additional training dates will be scheduled for staff who have not yet attended. Newly hired staff will receive SOP Foundational Training as a component of "Cohort Training for New Hires", which will occur in March and April 2017.

Question:

The ACF look forward to learning more in the sub-study regarding the support groups and other services offered to kinship families. It would also be helpful to understand why it was not possible to make new connections with the other 13 relatives engaged per child. Page 48
    A. Sacramento County is hoping to identify the barriers to facilitating kin connections as well.

Question:

Of these 659 families receiving referrals into the B&B Home Visitation Program, have all received a visit then from the program? How much was this reduction in the likelihood of a family having a subsequent substantiated referral? (Page 49)

A:

- Q1 659 referrals to B & B services
- Q1 192 parents received at least one home visit. Year to Date total is 387 parents. 2016-2017 target is 630 parents
- Q1 135 parents attended at least one parenting education workshop class. Year to Date total is 273 parents 2016/17 target is 540 parents
- Reduction ins substantiated referrals is measured at the end of the program year after parents have completed their planned number of Nurturing Parenting visits

Question:

What are the outcomes of the youth receiving Wraparound services in Sacramento County? Page 50

Answer:

Outcomes for youth receiving wraparound services are being analyzed and collected by the NCCD, the State contracted evaluators for the

Project. Sacramento County Probation's first data submission to the project evaluator occurred January 2017 and encompassed data from July 1, 2015 to June 30, 2016. A sample of data sets which were submitted include: new convictions since program start, risk to re-offend level, criminogenic need information, intervention participation data, provider data regarding intervention progress and other assessment data, and demographic information.

Question:

What strategies has the county taken to address the need for caregiver recruitment and retention for Sacramento County foster homes and foster family agency homes? (Page 52)

Answer:

Sacramento County utilized the Foster Parent Recruitment, Retention and Support allocation to fund ten strategies in this area. In summary, existing partnerships with two Foster Family Agencies (Stanford Youth Solutions and Uplift Family Services) were expanded for the agencies to conduct targeted recruitment campaigns to increase Intensive Treatment Foster Care placements to better meet the needs of youth stepping down from congregate care settings. The existing partnership with Lilliput Family Services was expanded to afford youth in Rate Classification Level (RCL) 9 through 11 Group Home placements the opportunity to receive Intensive Family Finding and Kin support in an effort to support both families and youth during the step-down process to a lower level of care. The existing partnership with Sierra Forever Families was expanded for the agency to conduct targeted recruitment in the African American and Lesbian Gay Bisexual Transsexual and Queer (LGBTQ) communities in an effort to increase the number of African American mentors for foster youth and increase the number of affirming homes for LGBTQ youth. Ten Prevention Wraparound slots were borrowed under the existing Sacramento County Probation partnerships with River Oak Center for Children and Stanford Youth Solutions for the purpose of providing additional supports to youth in RCL 9 through 11 congregate care settings and their respective caregivers during the transition to home-based settings. Childcare reimbursement was made available for Sacramento County foster parents for any childcare necessary to participate in trainings. Respite care was made available to Sacramento County foster parents, as this was identified as the primary need by the Foster Parent Association. Although not formally active, plans were being made during this reporting period for the final four strategies to go into effect with the launch of the RFA program on January 1, 2017. Those strategies are implementation of a Foster Parent Mentor Model where seasoned

foster parents in different regions receive a stipend to provide additional support and guidance, ensure availability to answer questions and provide some crisis intervention/assistance for new resource families. Preparations were also made to provide additional large sibling support to meet the immediate needs of families who take placement of sibling groups of three or more. Three FTE Human Service social worker positions were funded and filled for the purpose of training and recruitment, so that trainings and orientations for prospective resource families and recruitment activities can be held on a more frequent basis. Finally, the existing partnership with Lilliput Family Services was expanded to provide training to approximately 380 child welfare staff on the Nurtured Heart Approach, which was made a required post-certification training for all Sacramento County Resource Families. The purpose of training child welfare staff on this approach is multifaceted. Not only will staff be able to assist and support Resource Families in utilizing the skills from their training, but consistency in care will be more likely as child welfare staff will utilize the approach during other times spent with the children/youth such as supervised visitations, transports, and routine home visits.

Evaluation Report

Question:

What is the number of child welfare staff using Signs of Safety?
Answer:

Signs of Safety was implemented, on a voluntary basis, in 2010 and has been incorporated into the current use of SOP. As such, there is no way of determining an actual number of social worker or supervisory staff who is using signs of safety. Rather, it is the expected that staff will be trained in and utilize SOP a key component of their practice.

Question:

How did staff react to the baseline review assessment for SOP? What have you learned about staff knowledge of SOP?

Answer:

Staff members who participated in the SOP case review process responded favorably to the assessment and the opportunity to discuss the work they are completing with children and families. Results from this assessment articulated that Sacramento County is at an emergent level of practice with SOP. Staff members have general knowledge

about SOP and use components of the practice in their daily work. Next steps include implementation of SOP documentation guidelines and increasing the utilization of coaching.

Question:

Why does the SCPD not include the PACT Change Tool that is used with FFT and MST youth as a case review and fidelity tool?

Answer:

The PACT assessment is utilized to measure a youth's risk to reoffend and criminogenic need level. The assessment provides outcome measures with a pre-post observation of a youth's progress from intervention participation. The assessment is not a fidelity measurement instrument.

Question:

What is the new vacancy rate for line staff? What other workforce development strategies have occurred to support child welfare staff?

Answer:

As of January 2017, the vacancy rate is 11.61 percent. Additional strategies aimed at supporting staff include peer training and supervisory support meetings facilitated by the Workforce Development Unit. Sacramento County has additionally obtained feedback from new staff members upon completion of new hire training and is seeking ways in which feedback can be provided from cohorts as they move along the employment spectrum. Next steps include the development of a peer trainer evaluation process.

Question:

What is the status of Sacramento County's database for Project programs and to track enrollment, assessments, and outcomes?

Answer:

The database is still in the project planning phase. We are currently tracking the data manually and through other reports that are already built for Department data pulls. The database completion is dependent upon limited resources within our Information and Technology Department and the priority of other Department data collection projects.

Question:

Will the Sacramento County coaches review records to obtain information to inform coaching? When will this be completed?

Answer:

Sacramento County contracts with UC Davis to provide coaching services to supervisory staff. Coaches are able to review records, as needed, to inform coaching on a case by case basis. Sacramento County implemented a SOP Coaching Supervisor Activity Log in February 2017 as a mechanism to gather additional information aimed at informing ongoing coaching efforts. The information gathered will be reviewed to determine next steps for the practice drive.

San Diego County

Question:

When will San Diego CWS be able to see outcomes from the TOP tool? (Page 53)

Answer:

The pilot counties have been told that the pilot ends in April 2017 and the status of the evaluation and ability to share data is unknown. San Diego County CWS can access data about each individual youth who has been screened, but CDSS has the lead on aggregating data and conducting the evaluation to determine the overall effectiveness of the tool.

Question:

Are any other counties other than San Diego using CQI and SOP staff together to complete reviews? Page 54

Answer:

The Evaluation Team is not aware of any other county utilizing CQI and SOP staff to complete reviews.

Question:

What is the status of children being served through the Permanent Connection services? (Page 56)

Answer:

Training took place on 11/17/16 for Placement Division Line staff and Supervisors. The training was very well received and staff are excited about the services. They have currently been mining their population of youth to prioritize those youth who meet the criteria for a referral. The goal is to serve at least ten youth prior to the end of the next reporting period.

Question:

Was the SDCPD able to resolve the concept and practice challenges of engaging in Permanent Connections? (Page 56)

Answer:

Yes, the County of San Diego has resolved many of the challenges and have begun referring youth to Permanent Connections. With the inception of CCR, the county continues to realign staffing responsibilities to meet the demands of both CCR/RFA and the Project.

Question:

What types of outcomes will be shared by the SDCPD in its evaluation of FVC and Permanent Connections interventions? Page 57

Answer:

The SDCPD will be working with the NCCD and their research team to identify the outcomes related to this population.

Evaluation Report

Question:

What has been found so far using the risk assessment tool for Wraparound?

Answer:

San Diego County is seeing through their initial research assessments that, in general, there are commonalities within the Wraparound population that are emerging as somewhat distinctive from youth in the general population. The key areas currently being assessed are:

Family functioning, Education, Negative peers, Individual (self-assessment), and Social Supports.

Question:

Is the risk assessment tool used at baseline and when the youth completes Wraparound?

Answer:

Once they have better identified those commonalities within the Wraparound population, they will set the baseline and reassess once the youth complete Wraparound.

Question:

Has San Diego CWS seen changes from the staff coaching pre- and the post assessments?

Answer:

Yes, San Diego CWS have seen changes from the pre- and post-assessments of skills. On the coaching satisfaction surveys, staff are asked to self-assess their skill level pre and post coaching. Survey completion is voluntary, not mandatory. From December 2015 to February 2016, staff assessed their own skill levels at an average of 1.8/5 before going to coaching. After going to coaching, staff assessed their own skill level at an average of 3.53/5. This three-month period was based off of 219 completed surveys. From December 2016 to February 2017, staff assessed their own skill levels at an average of 3.33/5 before going to coaching. After going to coaching, staff are now assessing their own skill level at an average of 3.38/5 after receiving coaching. This three-month period was based off of 74 completed surveys.

There could be many factors in these increases in pre-assessment going from 1.8 to 3.33, and the post-assessment going from 3.33 to 3.38. These may include: staff feeling already more accomplished in their skill set accessing coaching now; staff accessing coaching to make small adjustments in their practice, rather than making big leaps; or an increase in group coaching, where some staff aren't as connected to the coaching topic or already feel accomplished so coaching may not increase their skill more than what they already are at if the group collectively may be scaling a little lower.

Question:

What would San Diego CWS want a coaching assessment to look like?

Answer:

While the San Diego CWS does not have anything finalized, they have some initial thoughts on what this could look like. It could be observation based with feedback provided to see if they are adhering to the fidelity of their coaching model, a self-assessment based on a modified behaviorally-based rating scale, a video-taped session followed by a self-assessment then supervisor assessment and feedback sharing, or having the internal CQI team take over receiving the feedback provided by staff after the coaching session occurs and possibly changing the questions asked of staff.

Question:

What is the status of the San Diego CWS database for case review findings?

Answer:

A sole source contract was sent for review to agency contracting. One this is approved, the NCCD will begin to build it.

Question:

When is the expected completion date for the SDCPD to finalize on a fidelity tool for Wraparound?

Answer:

The San Diego County Probation Department was not seeking to develop a fidelity tool, but more readily sit with the providers and review their process to confirm that their delivery of services to youth and families aligns with and promotes fidelity to the Wraparound model. This meeting did occur on February 24, 2017, and information will be provided on the next semi-annual progress report.
The SDCPD currently has a data tracking process/spreadsheet and their data unit is looking to enhance what information is captured to make it robust.

San Francisco County

Question:

Is San Francisco County utilizing a tool to assess how supervisors are implementing SOP? Are there specific statutes or tools such as the SDM that will also be looked at for safety planning purposes? (Page 58)

Answer:

San Francisco worked with the BAA and the University of Nebraska to develop its own tool to assess supervisors. More information on implementation will be included in the next reporting period as it falls within that timeframe. The SOP Workgroup worked closely with the SFHSA Workforce Development team to increase social worker and supervisor capacity around the use of the SDM safety tool and the creation of safety plans.

Question:

What are the outcomes for the 55 youth served in FW? (Page 60)

Answer:

Outcomes will be measured once enough time has elapsed as part of the evaluation plan in accordance with appropriate longitudinal methods, and in relation to the comparison group articulated in NCCD's evaluation plan.

Question:

What does SFJPD expect the Wraparound savings will be used for? What programming will the reinvestment funds be used to support? Page 61

Answer:

The Juvenile Probation Department will utilize Wraparound savings for a program they have named Family Intervention Re-entry and Support Transitions. This program is aimed at improving treatment services for high-risk youth committed to placement by providing coordinated, family-centered treatment services throughout the placement process. Being able to provide treatment services while a youth is in placement is critical for ensuring continuity of services, helping a youth remain connected to family supports, enhancing family strengths to support a youth's treatment goals, and better preparing families for re-entry.

Question:

What criteria is used to deem Wraparound youth as incompetent?
(Page 61)

Answer:

The SFJPD adhere to Welfare and Institutions Code section 709 for determining the competency of a youth. When counsel for a youth declares doubt as to their client's competency, the court must suspend the petition. A competency evaluation is ordered and conducted by a psychologist who serves to advise the court on whether the youth meets one of the criteria for being incompetent as outlined in Welfare and Institutions Code section 709.

Due to the inordinate number of cases where doubt was declared, a protocol was developed with county stakeholders. A meaningful process was created to assist youth with remediation services. As a result, the declaration of doubt has declined and has been reserved for youth who it is believed, might not be capable of remediation.

Question:

How many other counties other than the County of San Diego are also using Early and Periodic Screening, Diagnostic and Treatment (EPSDT) savings? (Page 63)

Answer:

The EPSDT savings are not able to be identified.

Question:

Have parents completed any satisfaction surveys for the Parent Partner intervention? (Page 64)

Answer:

The parents of youth involved in probation have not been completing satisfaction surveys for their participation in the Parent Partner intervention.

Question:

Is there a plan to merge the two data systems of the CWS/CMS utilized by Child Welfare and the Juvenile Justice Information System for Probation? Page 65

Answer:

It is the CWS/CMS system that creates the duplication of data entry for probation staff. Probation has its own case management system where staff enter all contact information and stores all case related information and data. Probation Department mandates into CWS/CMS are limited to foster youth only therefore, this one system would not serve to meet all of the needs of Probation Departments even if merged. It would be phenomenal if there was some sort of collaboration or integration with the case management systems utilized by probation departments that would serve the needs of both without duplication of entry.

Evaluation Report

Question:

Is San Francisco County the only county that is using the CANS as an assessment tool for Wraparound?

Answer:

The Alameda County also uses the CANS tool for Wraparound.

Question:

Is the Triple P for youth that are on a waitlist to receive Wraparound services? What has been the status of Peer Parent Program so far?

Answer:

There has not been a waitlist for Wraparound services.
Triple P is not specific to youth that are on a waitlist to receive Wraparound services. The flow chart on page 27 was reflective of the implementation timeline for both programs. The Triple P is up and running. The role of the Peer Parent is to bridge gaps at three levels:

1. Systems level – Ensure that families understand services and procedures; assist families to identify and connect to needed resources and encourage family-friendly policies and programs.

2. Professional level – Ensure family-driven care using teaming and collaboration; facilitate communication between family and providers; advocate for family when they are not present; and provide feedback to providers from the family's perspective.
3. Family level – support growth of the parent in their relationship to their child and other caregivers; increase natural supports; empower families to direct their treatment and services.
During this reporting period, there were 25 parents referred that received 1:1 services. This County had a 40 percent sustained engagement with families.

Question:

Has San Francisco County considered using the PACT assessment like Butte County? Any update on the 360 evaluation process for line staff, supervisors and managers? Has NCCD provided any fidelity measures to probation departments?

Answer:

The evaluation team opted to allow agencies to choose the fidelity measures best suited to their programs. The WFI and Team Observation Management were shared with probation agencies. The evaluation team is still in the process of reviewing fidelity data and will have that information available in the interim report. The SFJPD recently implemented the Youth Level Screening.

Santa Clara County

Question:

Will there be a survey component or how will the work of Cultural Brokers be measured? Are the Cultural Brokers conducting outreach in the community, in the language about CWS? What is the message Cultural Brokers are providing to the community? (Page 70)

Answer:

The SCDFCS will not be giving their families surveys to measure progress. Their contracted agencies are reporting information on a monthly basis to capture necessary elements for practice, process and evaluation CQI. They will review family engagement, types of services being offered, etc. For an overview of what will be measured, see attached Cultural Brokers Logic Model.

The program is designed to serve those families being served in the ER Units; therefore, outreach is happening internally. Community stakeholders such as law enforcement, probation and mental health have been informed about the pilot program as well. Cultural Brokers also provide brochures to the families during the initial investigation.

The message they are providing is that they are available to support families, at no charge and with no obligation. Their message is that Cultural Brokers are trained SCDFCS partners available to:

1. Support the understanding of cultural differences between all involved;
2. Help families become better connected with culturally relevant community resources; and
3. Assist families in better navigating the child welfare system and (4) honor families unique strengths, potential and ability to self- advocate through cultural humility and respect.

Question:

The SCCPD reported 48 percent of the youth partially completed goals and/or resulted in "other" goal outcomes in Wraparound. What happened to the goals of the other youth in the program? (Page 74)

Answer:

During the reporting period of April 1, 2016, and September 30, 2016, the Santa Clara Probation Department had 40 closures. From this closures, 23 percent of youth partially completed goals, while 25 percent of closures resulted in "other" goals outcomes (i.e. close/holds where engagement was maintained and goal outcome is not recorded and some youth were remanded to Juvenile Hall or James Ranch Program prior to setting up their goals). In addition, from the cases that closed during this period, 52 percent did not complete their goals.

Question:

The Uplift Family Services model report if youth has improved or maintained to non-actionable and actionable items based on paired CANS data. Is the Evaluation Team also using this same type of logic for any other counties? (Page 77)

Answer:

The logic represented is that of Uplift, the provider, not the evaluation team's. The evaluation team's approach is similar, although they intend to treat non-actionable needs areas differently than reductions in needs areas.

Question:

Has there been any progress or success so far in SCDFCS' recruitment efforts? (Page 81)

Answer:

Because of the changes in SCDCFS' adaptation to CCR, it was very challenging for them to collect consistent data on foster parent recruitment since some homes were going through the conversion process and that same time new recruitments were coming in. Furthermore, there was a priority being placed on relative emergency placements, thus moving other approvals second in priority.

Question:

Is there an increase in attendance of foster parent training classes? (Page 87)

Answer:

Yes, there has been an increase in parent training classes. In comparison to FY 2014-15, due to the implementation of RFA, there has been an increase of:

- 312 percent in total RFA referrals
- 223 percent of Approved RFA homes
- 668 percent of Relative/NREFM referrals
- 117 percent of Recruited referrals

*Note that pre-approval training is a requirement of RFA.

Question:

If SCDFCS has any adoption material in Vietnamese, this would be helpful to share with adoptuskids.org partners. (Page 81)

Answer:

The SCDFCS is fortunate to have a dedicated Vietnamese staff to recruit families of that culture. As requested, attached are some marketing materials and a sample TV clip:
https://youtu.be/QvzyvIZoM2o

Evaluation Report

Question:

What is the fidelity assessment that is used by SCDFCS?

Answer:

The evaluation team is still waiting to receive a copy of this fidelity assessment and its preliminary findings.

Question:

How has the Santa Clara child welfare staff responded to using the SDM assessments countywide?

Answer:

Last spring, SDM training was offered to all staff, with the expectation of implementation on July 1, 2017. Internal policies and procedures were created. Ongoing training and coaching continues to be offered to staff. Additional advanced level trainings were offered to Managers to help them guide their teams towards implementation. This County will be contracting with NCCD and Children's Research Center for further training and coaching. SDM implementation is high priority for SCDFCS and as such, it a key goal embedded in the new Strategic Implementation Plan. They will track ongoing implementation by bureau so they can be strategic on where their provide support.

Question:

Will Santa Clara County be able to share the finalized formal coaching plan for line staff and supervisors?

Answer:

The Coaching Plan is back in "draft" form, pending discussions with the union. The County would be happy to share once it is finalized.

Sonoma County

Question:

Were the optional interventions that were removed the Behavioral Health Treatment Liaison and Family Finding? What was the rationale for no longer implementing these interventions? Page 89

> Answer:
>
> The Behavioral Health Treatment Liaison intervention was removed from Sonoma County CWS' plan. The CWS are implementing two new interventions and are revising their county plan to reflect the changes. The CWS identified a greater need to provide Parent Mentor, Parent Orientation and Housing Assistance and Permanency Program services to their clients. All interventions began January 2016.
>
> Sonoma County Probation is utilizing a pre-existing family finding contract through Seneca and decided to not expand on the program, as the County has space in their current contract to accommodate their needs.

Evaluation Report

Question:

Will there be data in the final report related to any changes in CAN scores for the youth?

> Answer:
>
> The evaluation team will analyze CANS data for those agencies who help obtain these data.

Question:

Can the Apricot database that Sonoma County is using be shared with other counties?

> Answer:
>
> Yes, Sonoma County is happy to give presentations to other counties of their Apricot database to demonstrate the ability to collect data.

Question:

It was reported the Sonoma County Probation Department is working to obtain CANS and outcome data from their providers. Is there an update to this data request?

Answer:

The data will be available for this project but no CANS data has been provided to date.

Question:

Should the CANS assessment also be included as a Case Review/Fidelity Tool for Sonoma County?

Answer:

The CANS tool is not intended to assess fidelity.

Evaluation Team

Question:

Introduction – Do all 18 agencies have executed data sharing agreements with NCCD?

Answer:

The NCCD has executed data sharing agreements with all Project agencies with the exception of San Diego Probation. The NCCD is still waiting for San Diego Probation to send a data sharing agreement, and expects it soon.

Question:

Which agency was receiving securely identified confidential unique fidelity information to link to outcomes?

Answer:

San Francisco child welfare was receiving securely identified confidential unique fidelity information to link to outcomes.

Question:

Is the evaluation team able to keep track of what SOP tools are being used in which counties: FTM, red teams, 3 houses models?

A. The evaluation team will identify common tools and practices during this summer's site visits.

Question:

Has the evaluation team considered creating a recommended list of fidelity tools and short-term outcome measures for counties? Is there a possibility that counties could adopt the same tools?

Answer:

San Diego and San Francisco have formal coaching plans. The evaluation team identified tools and practices in use during the first few months of the evaluation planning, and recommended the UC Davis tools as the tools with the most research behind them. Their approach to the evaluation, as specified in the plan, is to work with what county agencies choose to implement as part of their ongoing CQI efforts. To date, child welfare agencies have opted not to use the same tool.

Question:

Why is Los Angeles County's Family Finding not included in the table? Nor San Francisco's Prevention Initiative for their prevention Wraparound model? Is Alameda using the positive change tool like Sacramento? Can Sacramento's Prevention Initiative be similar to the LA enhanced prevention program?

Answer:

Los Angeles does not have Family Finding identified as an optional intervention. San Francisco's program is noted as Wraparound. Which positive change tool are you referring to? Each county designed its optional interventions, and it is likely to late to force similarities but they can study and see what similarities exist.

Question:

Which county already has a database for Project programs to track enrollment, assessments, and outcomes?

Answer:

Many counties rely on providers' databases. Other counties track program assignment in their case management systems. A variety of approaches are used to capture data.

Question:

How many counties, other than Sonoma, are using the SOP components to monitor fidelity: (1) harm and danger statements; (2) CFT meetings; (3) safety goals; and (4) SDM?

Answer:

All agencies are using all of these pieces, with one exception. The exception is Los Angeles who implemented CPM instead of SOP and may not be using harm and danger statements.

Question:

Appendix A – Is it possible for all the probation departments to capture the number of face to face contacts per month?

Answer:

The evaluation team will look into this; however, they do not believe all agencies collect these data.

Question:

Appendix A – How come the Youth Outcome Survey is not used in all counties and only in Sacramento?

Answer:

Right now, Los Angeles is negotiating contracts and not using these tools.

Appendix F: Acronyms

Acronym	Definition
ACF	Administration for Children and Families
ACPD	Alameda County Probation Department
ASQ-SE	Ages and Stages Questionnaire: Social Emotional
B&B	Birth and Beyond
BAA	Bay Area Academy
BCPD	Butte County Probation Department
BHCS	Behavioral Health Care Services
BHS	Behavioral Health Services
BOS	Board of Supervisors
CANS	Child and Adolescent Needs and Strengths
CAPP	California Partner's for Permanency
CBT	Cognitive Behavioral Therapy
CCR	Continuum of Care Reform
CDSS	California Department of Social Services
CFARS	Children's Functional Assessment Rating Scale
CFP	Casey Family Programs
CFPM	Child and Family Practice Model
CFS	Children and Family Services
CFSD	Children and Family Services Division
CFT	Child and Family Team
CPFSB	Child Protection and Family Support Branch
CPM	Core Practice Model
CPS	Child Protective Services
CQI	Continuous Quality Improvement
CPOC	Chief Probation Officers of California
CRC	Children's Research Center
CSD	Children's Services Division
CSEC	Commercially & Sexually Exploited Children
CSNA	Child Strengths and Needs Assessment
CWS	Child Welfare Services
CWS/CMS	Child Welfare Services/Case Management System
CYPM	Crossover Youth Practice Model
DCFS	Department of Children and Family Services
DMH	Department of Mental Health
DPH	Department of Public Health
DPO	Deputy Probation Officer
DR	Differential Response
EBI	Evidence Based Intervention
EBP	Evidence Based Practice

Acronym	Definition
EPSDT	Early and Periodic Screening Diagnostic and Treatment
ER	Emergency Response
ESC	Evaluation Steering Committee
ETO	Efforts to Outcomes
FAST	Family Advocacy and Support Tool
FCR	Federal Case Reviews
FEE	Family Engagement Efforts
FFKS	Family Finding and Kinship Support
FFP	Functional Family Probation
FFT	Functional Family Therapy
FM	Family Maintenance
FPB	Fiscal Policy Bureau
FR	Family Reunification
FRC	Family Resource Center
FSB	Financial Services Bureau
FSNA	Family Strengths and Needs Assessment
FTE	Full-time Employees
FTM	Family Team Meeting
FVC	Family Visit Coaching
FY	Fiscal Year
FYCD	Family Youth and Children's Division
HHSA	Health and Human Services Agency
ICM	Intensive Case Management
HIPAA	Health Insurance Portability and Accountability Act
ICWA	Indian Child Welfare Act
IFPP	Intensive Family Preservation Program
ILP	Individual Living Program
IS	Information Systems
IT	Information Technology
KSSP	Kinship Support Services Program
LACPD	Los Angeles County Probation Department
LCCWS	Lake County Child Welfare Service
LCPD	Lake County Probation Department
LADCFS	Los Angeles Department of Children and Family Services
LGBTQ	Lesbian Gay Bisexual Transsexual and Queer
MAP	Managing and Adapting Practices
MDFT	Multi-Disciplinary Family Therapy
MISSSEY	Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth
MOU	Memorandum of Understanding
MRT	Moral Recognition Therapy
MST	Multisystem Therapy
MSW	Masters of Social Work

Acronym	Definition
NCCD	National Council on Crime and Delinquency
NCN	National Compadres Network
NPP	Nurturing Parenting Program
NREFM	Non-Relative/Extended Family Member
NWI	National Wraparound Institute
NYTD	National Youth in Transition Database
P&A	Prevention and Aftercare
PACT	Positive Achievement Change Tool
PO	Probation Officer
PPA	Peer Parent Advocates
QA	Quality Assurance
QFSF	Quarterly Fiscal Supplemental Form
RCFFP	Resource Center for Family-Focused Practice
RCL	Rate Classification Level
RCS	Rebekah Children's Services
RFA	Resource Family Approval
RDTSB	Resources Development and Training Support Bureau
RISC	Resource Intensive Service Committee
RSB	Research Services Branch
SB	Senate Bill
SCCPD	Santa Clara County Probation Department
SCDFCS	Santa Clara Department of Family and Children's Services
SCPD	Sacramento County Probation Department
SDCPD	San Diego County Probation Department
SDM	Structured Decision Making
SFHSA	San Francisco Human Services Agency
SFJPD	San Francisco Juvenile Probation Department
SOP	Safety Organized Practice
SPARK	Strong Parents and Resilient Kids
SSA	Social Services Agency
SW	Social Worker
TDM	Team Decision Making
TEAM	Together to Enhance, Act and Motivate
TF-CBT	Trauma-Focused Cognitive Behavioral Therapy
TOP	Treatment Outcome Package
WFI	Wraparound Fidelity Index
WFI-EZ	Wraparound Fidelity Index Short Version
WOTS	Word on the Street